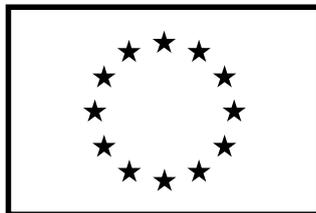




**State of Palestine
Ministry of Agriculture**

National Agriculture Sector Strategy "Resilience and Development"

2014 - 2016



Prepared with technical support from the Food and Agriculture Organization of the United Nations (FAO) and financial support from the European Union

Foreword

This crucial stage of Palestinian history requires us to intensify all efforts in support of national consensus and the establishment of a Palestinian state. Agriculture is not merely an economic or income-generating activity; it is also a pillar of resilience and development, and a major contributor to the sustainability and independence of Palestine. Palestinian farmers have displayed the greatest examples of perseverance and adherence to their land despite all threats of confiscation and settlement activities.

The Agriculture Sector Strategy, “Resilience and Development” 2014-2016, directly contributes to the achievement of the national objectives which aim at enhancing resilience in its different dimensions. At the same time, it moves economic and social development forward through experience and appropriate response to our national objectives. Within this context, the vision of the national Agriculture Sector Strategy was formulated to reflect realistic assumptions. The sector’s objectives, policies, and programs, which were based on a SWOT analysis, came as a result of resilience and development requirements.

Further, a participatory approach was adopted in the strategy’s preparation, not only supporting its formulation, but also reflecting its ownership and the commitment of all relevant stakeholders – not only limited to the Ministry of Agriculture.

On this occasion, I would like to express my gratitude to Palestinian farmers and their families who have persevered and protected their land. I would also like to thank the public and private sectors, civil society institutions, and international organizations. Many thanks are extended to all those who have supported and contributed to the process of preparing this Strategy, particularly the members of the National Strategy Team and Dr. Walid Abed Rabboh for the valuable contributions in the Strategy. Thanks are extended also to the European Union for the generous financial support. Very special thanks and gratitude are due to the team at the Food and Agriculture Organization of the United Nations (FAO), particularly Dr. Azzam Saleh for the invaluable technical support provided throughout the Strategy’s development process and the longstanding fruitful partnership with the Palestinian Agriculture Sector.

H.E. Eng. Waleed Assaf
Minister of Agriculture

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Abbreviations and Acronyms:

ASWG	Agriculture Sector Working Group
CSOs	Civil Society Organizations
EQA	Environmental Quality Agency
FAO	Food and Agriculture Organization of the United Nations
GDP	Gross Domestic Product
GMOs	Genetically Modified Organisms
GPC	General Personnel Council
HRS	Humanitarian Response Strategy
mcm	million cubic meters
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoJ	Ministry of Justice
MoL	Ministry of Labour
MoLG	Ministry of Local Government
MoNE	Ministry of National Economy
MoPAD	Ministry of Planning and Administrative Development
MoSA	Ministry of Social affairs
MoT	Ministry of Transport
MoWA	Ministry of Women Affairs
MPWH	Ministry of Public Work and Housing
NARC	National Agricultural Research Center
NDP	National Development Plan

NGOs	Non Governmental Organizations
oPt	occupied Palestinian territories
PCBS	Palestinian Central Bureau of Statistics
PECDAR	Palestinian Economic Council for Development and Reconstruction
PIPA	Palestinian Investment Promotion Agency
PLA	Palestinian Land Authority
PLC	Palestinian Legislative Council
PLO	Palestine Liberation Organization
PMA	Palestinian Monetary Authority
PNA	Palestinian National Authority
PSI	Palestinian Standards Institute
PWA	Palestinian Water Authority
SWOT	Strengths, Weaknesses, Opportunities and Threats

Chapter 1

1. Introduction and Approach

Resilience and development are two words that summarize the role and importance of Palestinian agriculture for the coming phase and the apt title of this Strategy. Agriculture is a historic cornerstone of the Palestinian economy and an important component of the heritage and history of the Palestinian people. Decision-makers have recently been more convinced of the importance and priority of the agriculture sector. This has been reflected by large increases in the National Development Plan's (NDP) 2014 – 2016 agriculture budget, which has increased by over 7 percent from the NDP 2011-2013. The total allocations made by donors for agriculture from 2011 to 2013 were approximately US\$ 100 million per year. However, agricultural services are not properly utilized due to a number of reasons; primarily, the [Israeli] occupation's confiscation of land, which also restricts access to agricultural resources such as land and water.

This strategy relies largely on the outcomes and recommendations of the 2011 – 2013 revision of the Agriculture Sector Strategy. These outputs reference the lessons learned and policy recommendations of the report.

The new strategy will be part of the basis for the NDP 2014 – 2016, as well as one of the NDP's components.

The preparation of the strategy is based on the mechanisms and directives of the Ministry of Planning and Administrative Development (MoPAD), and also takes into account the guidelines procedures manual for programs budget and performance prepared by the Ministry of Finance (MoF) for all sectors to harmonize sector strategies and avoid any conflict or overlap in policy.

The National Team for updating the Strategy was formed in this context. The Team is headed by the Ministry of Agriculture (MoA) and includes a membership of relevant stakeholders from the ministry and other related organizations and institutions. The purpose of the Team is to steer and monitor workflow, review strategy drafts, give advice, and provide technical support throughout the strategy preparation phase. Three technical committees were formed for each program to ensure gender mainstreaming and contribute to the preparation and review of the various parts of the strategy. The Team also held a number of consultative and stakeholder meetings at the ministerial and district levels. The Agriculture Sector Strategy is updated through ongoing technical and logistical support from the Food and Agriculture Organization of the United Nations (FAO) and the active involvement of stakeholders.

This report consists of nine parts: (1) Introduction and Approach, (2) Overview of Agricultural Sector, (3) Vision, (4) Situation Analysis, (5) Priorities and Strategic Objectives, (6) Sector Policies, (7) Sector Programs, (8) Resources Allocation, (9) Monitoring and Evaluation.

Chapter 2

2. Overview of Agricultural Sector

Agriculture is not only an economic activity and source of income, but also a major contributor to the protection of land from confiscation and settlement. It supports the achievement of food security, provides employment for 11.5% of the labour force¹, contributes 5.6% to the GDP, and accounts for 21% of total exports. Moreover, in addition to its direct contribution to the improvement and preservation of the environment, it plays an important role as a supplier of requirements to various industries as well the consumer of inputs and services from other sectors.

The total area of cultivated land is estimated at 1.2 million dunums, or 21% of the total area of the WBGS, of which 90% is in the West Bank and 10% in the Gaza Strip. Eighty-one percent of the area is rain-fed; the remaining 19 % is irrigated². While rangeland amounts to 2.02 million dunums, the area available for grazing is only 621,000 dunums. In addition, forests stretch over an area of 94,000 dunums. Palestine has a total of 48 natural reserves, of these, only 17 reserves – concentrated on the Eastern Slopes and the Jordan Valley area – were transferred to the PNA. About 62.9% of the arable land is located in Area C; 18.8% in Area B; and 18.3% in Area A.

In 2011, 146 million cubic meters (mcm) of water was available for agriculture, which constitutes 44% of the total water; 60 mcm was distributed in the West Bank and 86 mcm in the Gaza Strip. Ground water wells are the main water source for irrigation in the Gaza Strip. In the West Bank, irrigation water is supplied by groundwater wells and springs, and Israel confiscates 82% of Palestinian ground water in the West Bank.

In 2011, there was a total of 105,238 agricultural holdings. Of these, 68.2% were plant holdings; 10% livestock holdings; and 21.8% are mixed holdings and a women's agricultural holding ratio of 6.7%.

There are 732,399 heads of sheep, 240,136 heads of goats, 39,625 heads of cattle, in addition to 1,506 heads of camels and 3,603 heads of horses, and the numbers of layers poultry is 36.5 million birds, while broilers poultry is 1.6 million birds. The numbers of traditional and modern beehives is 44,278 beehives³ and total quantity of fish is 1,318 tons.

The agricultural sector includes a wide range of sub-sectors and activities correlated with each other to varying degrees. Plant production includes various branches of vegetables, fruits and field crops. Likewise, livestock production includes sheep, goats, cattle, poultry, bees and fish in addition to forests, pastures and flowers. One sector depends on many other sectors in the provision of inputs for production and services such as agricultural education, nurseries, land reclamation, construction of roads, fodders, pesticides, fertilizers, seeds, irrigation water, agricultural machinery, financial institutions and others. Also other several sectors and activities rely on agriculture in their work, such as transportation, marketing, manufacturing, exports, environment, tourism, labour and others.

Many governmental, non-governmental, civil and private institutions practice various activities in agriculture, the functions and powers of these institutions can be summarized as follows:

1. MoA

The Ministry performs major duties in the regulation and management of the agricultural sector in addition to the oversight, supervision and delivery of certain basic services. The Ministry carries out its assigned functions from its headquarters, agricultural and veterinary directorates and offices in the governorates and main gatherings. There are 1,299 employees working in the Ministry: 452

1 PCBS/ Labor force report/ 2012

2 PCBS/ agricultural Census 2010/2011

3 PCBS/ agricultural Census 2010/2011

employees work in the northern governorates and 194 employees work in headquarters. The recurrent budget of MoA for 2012 was around US\$ 19,639 million⁴ out of which more than 93% was used for salaries and wages. The annual developmental budget was US\$ 99.3 million and is funded through three main sources: the Authority budget, donor funding, and funds channeled through the Humanitarian Response Strategy (HRS).

2. Other ministries and public bodies:

Beside MoA, there are several ministries and public institutions that play major role in the development, regulation and delivery of services to the agricultural sector. These include:

- **Palestinian Water Authority (PWA)**
 - Regulates the management of water sector and sanitation in Palestine and achieves an equitable distribution among different sectors
 - Optimizes the use of water resources to ensure water and food security and economic development of the Palestinian State
 - Manages wastewater treatment
- **Environment Quality Authority (EQA)**
 - Ensures the protection of the environment, biodiversity and natural vegetation
 - Conducts environmental assessments, licensing in cooperation, and coordination with the competent authorities
 - Conducts awareness and environmental education activities
 - Participates in the development of specifications and standards related to the environment
 - Proposes and develops instructions and technical requirements for environment protection
 - Attracts funding for environmental projects
- **Ministry of National Economy (MoNE)**
 - Regulates the trade of agricultural inputs and products, and promotes local products
 - Supervises and holds commercial conventions and protocols
 - Registers companies and related activities
 - Promotes exports
 - Prepares specifications and standards
- **Ministry of Local Government (MoLG)**
 - Plans regional, municipal and rural schemes
 - Oversees the wholesale markets and slaughterhouses
- **Ministry of Labor (MoL)**
 - Registers agricultural cooperatives and develops strategies and laws for cooperative work
- Additional institutions that provide some services for agriculture in the areas of work include the Ministry of Planning and Administrative Development, Ministry of Finance, Ministry of Health, Ministry of Social Affairs, Ministry of Interior, Ministry of Women's Affairs, Governorates, Palestinian Central Bureau of Statistics, PEC DAR, Palestinian Land Authority; Palestinian Standards Institute; and Palestinian Investment Promotion Agency.

3. Specialized agricultural councils

To bring together the various stakeholders in the agricultural/commodity fields, 10 agricultural boards were established, and are currently working on the preparation of a special law for General Union of Agricultural Councils.

⁴ MoA/ 2012

4. Non Governmental Organizations and Civil Society Organizations

There are some 35 Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) involved in agriculture. They have played an essential role in agricultural development before and after the establishment of PNA, benefiting from the comparative advantages they enjoy. Their activities, fields of work and geographical coverage vary, noting that large portion of the donors' funds is channeled through NGOs and CSOs. The last few years witnessed active participation of the foreign NGOs and civil society organizations; their number is estimated at 15 organizations.

5. The private sector

Distinctive in Palestinian agriculture is the long absence of the State's role in the management and administration of this sector. It might not be an exaggeration to say that Palestinian farmers are among those who receive the least direct or indirect support and subsidy from their government. Additionally, Palestinian farmers have paid exorbitant prices for the unfair actions and distortions resulting from the occupation. Presently, there are 241 cooperatives and 7,207 agricultural establishments in Palestine.

6. Donors and international institutions

A large number of the agricultural sector projects are funded and supervised by donors and international organizations through PNA bodies, Palestinian civil society organizations or international bodies. HRS is another mechanism of funding the Palestinian agriculture. During 2011-2013 around US\$ 28 million was allocated to agriculture through the HRS. Moreover, the Agriculture Sector Working Group (ASWG) constitutes an important mechanism that coordinates efforts of immediate agricultural stakeholders. It includes representatives of Palestinian organizations, donors and international institutions. The ASWG is co-chaired by MoA and Spain.

It is worth mentioning that US\$ 300 million has been allocated by donors during the 2011 – 2013 to finance agricultural projects have exceeded the budget set out in the government's plan for agriculture, which amounted to US\$ 178 million.

Chapter 3

3. The Vision of the Agriculture Sector

The vision of the national agriculture sector is presented in the general objective outlined below, which is to be achieved during the coming phase. In light of associated research, the findings of the review of the Agriculture Sector Strategy 2011 – 2013 and related national policies, the future vision for Palestinian agriculture is:

To have a sustainable and feasible agriculture sector that can compete domestically and externally; and can effectively contribute to enhancing food security and the connection between the Palestinian people and their land, while also enhancing Palestinian state-building efforts through resource sovereignty.

To achieve this vision, the following conditions must be fulfilled:

1. Access to agricultural land, water and natural resources, as well as access to markets
2. Development of a strategy regarding impact and consequences of destruction and damage caused by the [Israeli] occupation
3. Intensification of work efforts in “Area C” in order to maintain its production capacity and protection
4. Priority given to the agriculture sector in national policy, while providing budgets and appropriate support through the public sector and donor community
5. Enhancement of agricultural institutions, especially those that serve smallholder farmers, and improvement of the role of women and youth in agriculture and rural development
6. Promotion of investment in the agriculture sector, and partnerships between the private and public sectors

Chapter 4

4. Situation Analysis

4.1. Sector Status

Agricultural Resources

The cultivated area is estimated at 1.2 million dunums, or 21% of the total area of the WBGS, of which 90% in the West Bank and 10% in the Gaza Strip. The rain-fed area constitutes 81% while the irrigated area constitutes 19% of the total cultivated land⁵. Rangeland amounts to 2.02 million dunums; however, the area available for grazing is only 621,000 dunums. In addition, forests stretch over an area of 94,000 dunums. There are a total of 48 natural reserves, of these, only 17 reserves – concentrated on the Eastern Slopes and the Jordan Valley area – were transferred to the PNA. About 62.9% of the arable land is located in Area C; 18.8% in Area B; and 18.3% in Area A.

Water available for agriculture amounts to 146 million cubic metres (mcm) in 2011, and constitute, 44% of the total water. 60 mcm was distributed in the West Bank and 86 mcm in the Gaza Strip⁶. Ground water wells are the main water source for irrigation in the Gaza Strip. In the West Bank, irrigation water is supplied by groundwater wells and springs, and Israel confiscates 82% of Palestinian ground water in the West Bank. It should be noted that the 2009 World Bank report on Palestinian water sources indicates that removal of Israeli restrictions and provision of additional water quantities would raise agricultural sector's contribution to Gross Domestic Product (GDP) by 10% and would create approximately 110,000 additional job opportunities.

Additionally, the Palestinian territory enjoys a diversity of climates and multiple agricultural environments that enable the production of several crops over different periods of the year. During the past years, however, global climate change has affected the Palestinian territory, particularly in terms of increasing and recurrent years of drought, frost and floods.

In 2011, there were a total of 105,238 agricultural holdings. Of these, 68.2% were plant holdings; 10% livestock holdings; and 21.8% are mixed holdings and a women's agricultural holding ratio of 6.7%.

There are 732,399 heads of sheep, 240,136 heads of goats, 39,625 heads of cattle, in addition to 1,506 heads of camels and 3,603 heads of horses, and the numbers of layers poultry is 36.5 million birds and broilers poultry is 1.6 million birds, the numbers of traditional and modern beehives are 44,278 beehives and total quantity of fish amount 1,318 tons⁷.

Main obstacles, challenges and issues pertinent to agricultural resources:

- The Israeli occupation and resulting destruction, distortion, confiscation, settlement, isolation wall and limited movement
- Deterioration and incompetent use of agricultural resources, extensive pumping of groundwater and encroachments on land and conversion of land to non-agricultural purposes
- Overlapping and conflicting powers as well as weak institutional framework, incomplete legal framework, and weak enforcement of existing laws and regulations
- Deterioration of rangelands and biodiversity, and weak mechanisms to deal with disasters and the impacts of climate change and desertification

5 PCBS/ Agricultural Census 2010/2011

6 PWA/ 2012

7 PCBS/ Agricultural Census 2010/2011

Agriculture Production

Agricultural production, both plant and livestock, contributes directly to achieving food security and fighting poverty by providing food, income and work for farmers and other stakeholders, thereby improving peoples living conditions. Local agricultural production enables self-sufficiency in the majority of vegetable and related products including olives, olive oil, poultry, eggs, honey, grapes and figs. However, production is constrained by seasonality and limited available water resources. Additionally, most production inputs and supplies are imported and governed by the Israeli occupation, limiting their availability and quality, especially chemical fertilizers.

In 2011, the production of fruit trees, vegetables and field crops was 124,000, 280,000 and 44,000 tons respectively. While for the production of livestock, the production of meat was about 95,000 tons, milk production of about 194,000 tons as the total egg production was 390 million eggs and the amount of honey was 216 tons⁸. The total value of agricultural production was 1,295 billion dollars, and the added value of US\$ 333 million⁹.

Output from cultivated land fluctuates from year to year because of variations in rainfall - olive crops are especially susceptible, a bad year can see production fall by 80%. This also impacts livestock as the prices of inputs such as feed are also affected by rainfall – particularly with sheep and goats.

Main obstacles, challenges and issues pertinent to agricultural production:

- The Israeli occupation and resulting impediments, including limited area of sea fishing; permanent closures; flooding markets with Israeli products; displacement and intimidation of Bedouins and fishermen; limited freedom of the movement of goods and persons; bans on the importation of breeds, crop seeds and seedlings from abroad.
- Over-reliance on imports to provide production inputs and supplies as well as the additional costs charged by Israelis intermediaries, particularly in the case of livestock production where the cost of inputs constitutes 63% of the value of livestock production.
- Declining productivity particularly for sheep, goats and rain-fed crops as a result of weak services provided, finance, farms management, post harvest activities in addition to the prevalence of endemic and transboundary diseases
- Seasonal rainfall. Most crops depend on rain water therefore the majority of agricultural plant production is limited for a number of months. Additionally, there is no infrastructure to store surplus leading to bottlenecks, low prices and low profitability. The sharp rise of prices in periods of low production increases instability in the Palestinian market. In addition, local production is undercut when the market is flooded by competing Israeli products, and when during times of scarcity, high prices on products are fixed.

Agricultural Services

Provision of proper agricultural services is a significant factor that will positively impact competitiveness of agricultural products, particularly under the circumstances prevalent in the Palestinian territory. In addition to weak service delivery, Israeli distortions and absence of real support of agricultural products or exports are investment disincentive factors, which also debilitate agricultural competitiveness and profitability. Below is a presentation of the status of agricultural services:

1. Agricultural research

The agricultural research is conducted by Palestinian National Agricultural Research Centre, agricultural stations of the MoA, the four faculties of agriculture at Al-Najah National University, Hebron University, Al-Azhar University, and the Palestine Polytechnic University, and the Veterinary Medicine faculty in Al-Najah University. Moreover, a number of NGOs conducts agricultural research and experimentation.

⁸ MoA/ Agriculture statistics Department 2011/2012

⁹ PCBS/ National Accounts report 2012

2. Agricultural education

In addition to the university faculties previously mentioned and a distance learning program offered by the Al Quds Open University, there are two agricultural schools, including the Beit Hanun Agricultural School in the Gaza Strip and the Al 'Arrub Agricultural School in the West Bank. In addition to a bachelor's degree, the four faculties of agriculture award a Master's degree in some disciplines.

3. Agricultural extension and training

Several government bodies, civil society organizations and private sector enterprises provide agricultural extension and training. Official extension services are provided by extension workers at MoA Directorates throughout governorates or at extension Units. Training activities are carried out by all agricultural institutions include farmers, extension workers, veterinarians and other stakeholders in the agricultural sector.

4. Veterinary services

Veterinary services are important for the maintenance of both public and animal health, through the monitoring of epidemic and common diseases and the development of programs and early warning systems. Likewise campaigns and vaccination programs help to ensure the safety of products of animal origin and their suitability for human consumption, and medicine control to ensure safety in terms of methods of use and effectiveness.

5. Plant protection

Plant protection services play a vital role in protecting agricultural plant production, through the implementation of regulations and phytosanitary measures that prevent the introduction and spread of pests into the country, and also provide all the requirements of international trade and agreements related to plant protection and quarantine. MoA is the competent authority to register, control and regulate all operations of trade and circulation of agricultural pesticides. MoA also plays a key role in determining the safe use of pesticides, chemicals and rational use and its direct effects on agriculture, environment and food safety. The private sector conducts some extension activities in this area, which focus on the marketing aspects.

6. Agricultural and rural finance

The annual demand of agricultural loans is approximately US\$ 200 million, but only 30% of the demand is met. A significant portion of agricultural financing is also secured by merchants, intermediaries and through lending from relatives and acquaintances.

7. Agricultural insurance

In view of high risk and obscurity factors in the agricultural sector, agricultural insurance activities face many impediments. High costs render insurance unfeasible for farmers in light of applicable pure commercial data and grounds. Currently it is preparing a bylaw on agricultural insurance derived from Risk Prevention Law and Agricultural Insurance.

8. Agricultural marketing and post-harvest services

Despite high priority emphasized by relevant, successive policies and plans, the status of agricultural marketing and post-harvest services is much less than the required level. This is due mainly to the Israeli occupation and its impact.

Main obstacles, challenges and issues pertinent to agricultural services:

- Impediments generated by the Israeli occupation, including restricted freedom of movements and lack of control over borders and crossings and limited access to land and water resources
- Weak levels of services delivered to farmers, weak service-related infrastructure, weak scientific research and extension and linkage between them, in addition to insufficient incentives to attract the investment
- Need for qualified capacity building, especially in the field of extension and delivery of appropriate knowledge to farmers and field follow-up

- Weak coordination between institutions and inconsistencies and overlap in functions and roles and poor training and rehabilitation activities

Institutional framework

Agriculture is a multidisciplinary and multifaceted sector and involves numerous bodies. Below is a presentation of the status of institutions involved in the agricultural sector:

1. The Palestine Liberation Organisation (PLO) and PNA

PLO has played a pivotal role in shaping the context that paved the way to agricultural growth and development. It has been involved in the management of the peace negotiations; the issuance of legislations; the allocation of budgets; the development of overall and sectoral policies and plans; development activities and institutional reform; and the management of foreign aid and directing donors to support the sector.

2. MoA

The Ministry performs major duties in the regulation and management of the agricultural sector in addition to the oversight, supervision and delivery of certain basic services. The Ministry carries out its assigned functions from its headquarters, agricultural and veterinary directorates, and offices in the governorates and main gatherings. There are 1,299 employees working in the Ministry: 452 employees work in the northern governorates and 194 employees work in the headquarters. The recurrent budget of MoA for 2012 was around US\$ 19,639 million¹⁰ out of which more than 93% went for salaries and wages. While the annual developmental budget was around US\$ 99.3 million and consists of three main sources the Authority budget, international donors and projects funded through the Humanitarian Response Strategy (HRS).

3. Other ministries and public bodies

Besides MoA, several other ministries and public bodies play basic roles in the development, regulation and delivery of services to the agricultural sector. These include Palestinian Water Authority; Palestinian Environment Quality Authority; Ministry of National Economy; Ministry of Local Government; Ministry of Planning and Administrative Development; Ministry of Finance; Ministry of Health; Ministry of Labour; Ministry of Social Affairs; Ministry of Interior; Ministry of Women's Affairs; governorates; Palestinian Central Bureau of Statistics; Palestinian Economic Council for Development and Reconstruction (PECDAR); Palestinian Land Authority; Palestinian Standards Institute; and Palestinian Investment Promotion Agency. These institutions carry out assigned activities from their main offices in the city of Ramallah as well as through respective branches and directorates throughout the Palestinian territory.

4. Specialized agricultural councils

Pursuant to Article 1 under the Amended Law on Agriculture No. 11 of 2005, ten agricultural commodity councils were established as quasi-governmental bodies. Acting under special regulations, these Councils set up frameworks that regulate the working relationships of respective stakeholders. As is currently working on the preparation of a special law for General Union of Agricultural Councils, the tasks and functions of the commodity councils will be adjusted.

5. Non-Governmental Organizations and Civil Society Organizations

There are around 35 Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) involved in agriculture, they have played an essential role in agricultural development before and after the establishment of PNA, benefiting from the comparative advantages they enjoy. Their activities, fields of work and geographical coverage vary, noting that large portion of the donors' funds is channeled through NGOs and CSOs. The last few years witnessed active participation of the foreign NGOs and civil society organizations, their number is estimated at 15 organizations.

¹⁰ MoA/ 2012

6. The private sector

A distinctive characteristic of the Palestinian agriculture is the long absence of the State's role in the management and administration of this sector. It would not be an exaggeration to say that Palestinian farmers are among those who receive the least direct or indirect support and subsidy from their government. Additionally, Palestinian farmers have paid an exorbitant price for the unfair actions and distortions resulting from the occupation. Presently, there are 241 cooperatives and 7,207 agricultural establishments in Palestine.

7. Donors and international institutions

A large number of the agricultural sector projects are funded and supervised by donors and international organizations through PNA bodies, Palestinian civil society organizations or international bodies. HRS is another mechanism of funding the Palestinian agriculture. During 2011-2013 around US\$28 million was allocated to agriculture. Moreover, the Agriculture Sector Working Group (ASWG) constitutes an important mechanism that coordinates efforts of immediate agricultural stakeholders; it involves representatives of Palestinian organizations, the donors and international institutions. ASWG is co-chaired by MoA and Spain.

It is worth mentioning that about 7% of the government's budget was allocated for agriculture over the years 2011 – 2013, but what has been allocated by donors exceeded that budget it reached around US\$ 300 million, the aspects and efficient use of those resources need further review and coordination.

Legal framework

The Law on Agriculture No.2 of 2003, in addition to 14 bylaws, constitute the basic legal framework that regulates agricultural activity. Between 2011 and 2014, four new bylaws and one law have been issued: a bylaw on agricultural pesticides; a bylaw to prevent smuggling of plant products; a bylaw on fodders; a bylaw on numbering and registration of animals; and a Law on risk prevention and agricultural insurance fund, and it remains an urgent need to set up many of the regulations and instructions to complete the legal framework. Enforcement of these items of legislation is equally important. Other laws and regulations were presented to the cabinet are under review: a bylaw on veterinary products, a bylaw on slaughterhouses, an amendment to the law on agriculture, and amendments to specific approved bylaws (including the quarantine bylaw, poultry farms bylaws), the law on the General Union of Agricultural Councils, and the Law on the Agricultural Credit Corporation. A set of regulations under development or modifications during 2013, namely:

- Bylaw on livestock and poultry markets
- Bylaw on fertilizers
- Bylaw on bio-safety

There are a set of laws that are directly related to agriculture, mostly issued after the establishment of the Palestinian National Authority.

Role and Importance of Agriculture

Agriculture is not only an economic activity and source of income, but also a major contributor to the protection of land from confiscation and settlement, achieving food security, and provides jobs for 11.5% of the labour force, of which women constitute 23.7%¹¹, contributing to 5.6% of GDP and 21% of total exports¹².

In addition to its direct contribution to improve and preserve the environment and its relationship to other sectors as a supplier of requirements to the industry and the consumer and user of inputs and services from other sectors.

11 PCBS/ Labor force survey/ 2012

12 PCBS/ Palestine in figures/ 2012

4.1. Progress Made Towards Achieving the Vision and Strategic Objectives during (2011-2013)

Below is a summary of progress made in implementing the previous strategy's "Shared Vision":

First indicator: To increase the ratio of self-sufficiency of local agricultural products by 5% by the end of 2013

Food security situation improved from 31% and 33% to 37% for the years 2009, 2010 and 2011 respectively. The percentage of food insecurity has declined from 36% and 33% to 27% during the same years; the percentage of marginally secure households was 22%, and vulnerable households was 14% in 2011. As for the contribution of agricultural production to self-sufficiency, it is not possible to calculate as the numbers for agricultural production for the past two years have not been published. Moreover the equation to calculate sufficiency ratio for different commodities is unspecified.

Second indicator: To enhance the added value of the agricultural sector so that it reaches US\$ 1 billion by the end of 2013;

The value of agricultural production amounted to US\$ 896 million in 2010 and rose to US\$ 1,295 billion in 2011 (at current prices)¹³.

The added value of agriculture during the years 2009, 2010, 2011 and 2012 amounted to US\$ 293 million, 315 million, 381 million and 333 million, respectively at constant prices of 2004, and is worth mentioning that the added value of agriculture in the Gaza Strip has risen from 6.6% in 2010 to 8.3% in 2011, while it increased from 4.5% in 2010 to 5.1% in the West Bank.

Third indicator: To create 50,000 job opportunities in the agriculture sector;

There were approximately 800,000 workers employed in agriculture in 2010, accounting for 11.8 % of the total workforce. In 2011, this increased to 90,000 workers, accounting for 11.9 % of the total workforce, while in 2012, the number of workers in agriculture was about 89,000 workers or 11.4 % of the total workforce. Although there's no specific baseline for the number of jobs targeted in the past (2011 and 2012), but the increase in jobs in 2011 and 2012 is limited compared to what is targeted for the three years. In fact, the ratio of increase in agricultural employment in 2011 stood at 12.5%, which is almost equal to the same ratio of the total increase in employment for all sectors, which increased from 675,000 in 2010 to 755,000 in 2011. As in 2012, the number of agricultural employment declined about 1% as the ratio of agricultural employment to total employment has declined from 11.9% to 11.4%¹⁴.

Fourth indicator: Increased value of agricultural exports, so that they amounted to US\$ 60 million by the end of 2013;

In 2010, the value of agricultural exports of food, live animals, oils and fats, waxes from animals and vegetables was US\$ 95 million, as the value of exports of food and live animals amounted US\$ 79 million in addition to the exports of oils and fats, waxes from animals and vegetables amounted US\$ 16 million. In 2011, the export of food and live animals increased by US\$ 105 million, and the exports of oils and fats, and waxes from animals and vegetables increased by US\$ 20 million, which added up to a total of US\$ 125 million¹⁵.

Fifth indicator: To finalize the process of promulgating and amending the following agriculture-related pieces of legislation (to promulgate the Law on Agricultural Insurance; and to enact another 11 agricultural-related regulations);

¹³ PCBS/ National accounts 2012

¹⁴ PCBS/ Labor force survey/ 2012

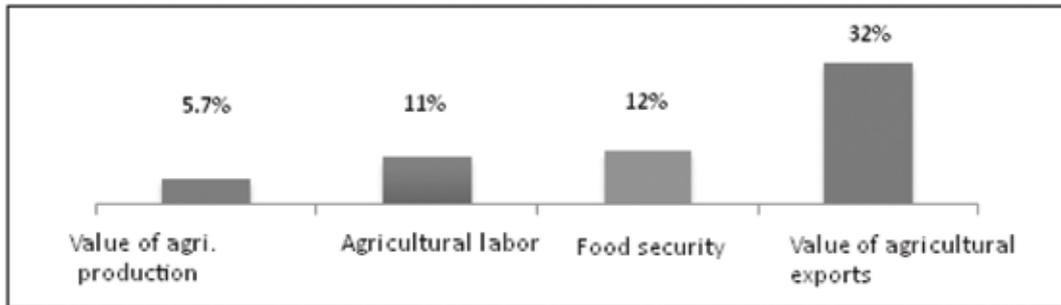
¹⁵ PCBS/ Exports and imports 1996-2011

Three new bylaws have been approved during the 2011-2012 legislative plan for the year 2013, including amending the Law of Agriculture and other bylaws in addition to the issuance of two laws and five new bylaws.

Sixth indicator: To restructure and regulate the MoA and National Agricultural Research Center, as well as to establish supervisory and commodity Councils;

The organizational structure of the Ministry and the National Agricultural Research Center have been prepared and approved in 2011, and the draft law for the General Union of Agricultural Councils is awaiting approval and issuance.

Diagram (1): Percentage increase of Strategy indicators



4.1. Internal and External Environment for Agriculture Sector

It is necessary to determine the exact internal environment (strengths and weaknesses) and external environment (opportunities and threats) that directly affect the agricultural sector:-

Strength	Weaknesses
<ul style="list-style-type: none"> - The diversity of climates. - Skilled and committed farmers. - Available public agricultural institutions, which have been established in a relatively good manner, along with a large-scale geographical coverage. - Active NGOs and civil society organizations. - Conduct of agricultural census and provision of reliable database. - Available qualified staff with potential capabilities and leadership. - Modern and comprehensive Agriculture Law and bylaws. - Available basic structures and infrastructure, including universities, community colleges, training centres, research and experimentation centres, labs, etc. - Issuing reports on international destinations focus on the importance of the agriculture development, such as the World Bank report. - Good experience in dealing with states of emergency and crisis management. - Awareness of significant developments and changes, such as genetically modified organisms (GMOs), climate change, etc. - Integrated relations and positive cooperation between private and public sectors in agriculture. 	<ul style="list-style-type: none"> - Severe lack of infrastructure and the capacity necessary for the promotion in the agricultural sector strategically and effectively, including those for agricultural roads, land reclamation and water resources. - Severe lack of infrastructure as well as the capacity necessary to improve farmers' access to domestic and external markets. - Low productivity and profitability of the agricultural activity and incompetent use of resources and inputs. - Fragility and vulnerability to climate change and fluctuations of global prices. - Weak performance, incompatible organisational structures, numbers and tasks, and debilitated coordination between institutions of the agricultural sector. - High profit margins of merchants, especially Israeli merchants. - Weak capacities and competences in the areas of policies, policy impact assessment, planning and monitoring and evaluation. - Lacking a national umbrella for comprehensive planning and supervision of the agricultural sector as well as weak participation in the decision-making process. - Weak systems of service delivery, provision of production inputs. - Inadequate awareness of the significant initiative-taking approach in planning and administration. - Weak system of agriculture-related education. - Weak activities and means of supporting innovation and distinction among farmers and other stakeholders.

Opportunities	Threads
<ul style="list-style-type: none"> • Intensifying work efforts in “Area C”. • Increasing awareness around the world and amongst members of the donor community of the significance of supporting agricultural development. • Palestinian agricultural products have access to Arab countries with an exemption from customs fees. • Sympathy and support to Palestinians and State of Palestine and of the Holy Land products in external markets. • Recognition of Palestine non-member state at the United Nations. • Commercial agreements concluded with states and Arab and international groups. • Potential for agri-tourism. • The eruption of Arab Spring, the interrelated factors of poverty, hunger, food insecurity and unemployment in addition to the socio-political factors. Agriculture has a vital role to positively affect. • Sign an agreement to facilitate agricultural trade between the EU and Palestine. 	<ul style="list-style-type: none"> • Israeli reactions that aim to dismantle the plan of ending the occupation and establishing the Palestinian State as well as to undermine the security and political situations. • Continued isolation between the West Bank and Gaza. • Continued policies of land confiscation, seizure of water sources, Wall construction, settlement activity and division of the Palestinian territory into Areas • Limited budgetary appropriations for the agricultural sector. • Lack of plans and regulations on land use. • Flooding the local market with Israelis’ and settlements’ products; restricted movement of individuals, services and commerce. • High costs of inputs. • Increased and recurrent years of drought.

4.1. Sectoral Priority for the Next Phase

In light of the previous analysis, lessons learned, and to maximize the benefits and efficiency of the use of natural, human and financial resources, taking into account the 2014-2016 timeframe, the following priorities should be focused on for the upcoming implementation of the strategy:

1. Achieve efficient management and sustainable use of natural resources, particularly in Area C, through implementing of the following:

- Preparation and implementation of the integrated agricultural development and rural plan for Area C.
- Improve management of demand and supply for surface and ground agricultural water and the use of treated wastewater in agriculture, and develop methods and mechanisms for water harvesting and storage.
- Reclamation and rehabilitation of agricultural land and agricultural roads construction, particularly in mountains and in Area C.
- Continuation of the national program for greening Palestine and ensuring follow-up and care of planted trees.
- Development and rehabilitation of forestry, rangelands and sustainable management of agricultural biodiversity.
- Reduce the fragmentation of agricultural lands.

2. Improve the productivity and competitiveness of crops and agricultural commodities, through implementing of the following:

- Support for and development of agricultural research and extension services, transfer and localization of appropriate technology, and development of mechanisms and protection programs, veterinary services. Encouragement of talented farmers and sound environmental practices.
- Intensification and diversification of used agricultural patterns, encouragement of export and substitution crops, but not at the expense of major crops, and encouragement of urban farming).
- Improvement of the quality and competitiveness of local products.
- Provision of agricultural control over border and crossings.
- Promotion and protection of agricultural Palestinian products and benefiting from fair trade.
- Establishment of the National Company for Agricultural Marketing to be supportive and not a competitor body.
- Stimulation of smallholder farmers' organization in associations and agricultural cooperatives to raise the marketing value and profitability of their products (plant and animal).
- Development of olive sector.
- Development of small ruminants sector.
- Development of the fishing and aquaculture sector.
- Development of bees sector.

3. Development and provision of agricultural support services to farmers and other stakeholders, through implementing of the following:

- Establishment of an agricultural lending and finance institution (bank) for all segments of farmers.
- Establishment of a fund for risks prevention and agricultural insurance.
- Supporting farmers affected by the occupation practices legally and financially.
- Supporting specialized agricultural councils.

4. Development of institutional and human capacity of agricultural

- Completion and updating of the legal framework governing agricultural work.
- Improvement of the performance and efficiency of agricultural institutions.
- Development of human capacities for agriculture workers.

Chapter 5

5. Priorities and Strategic objectives

In light of the approved vision and the findings of the review of the Agriculture Sector Strategy 2011 – 2013, the following four strategic objectives for 2014 – 2016 have been defined¹⁶. The objectives reflect the priorities of the agriculture sector, though not in any particular order which reflect importance or budget allocation.

First strategic objective: Ensure farmers' resilience and attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.

Attaining non-member observer state status at the United Nations has been an important achievement. Such status recognizes the Palestinian territories as an occupied state in international forums, providing major opportunities; however, it also constitutes political, economic, and developmental challenges for the State of Palestine.

Undoubtedly, agriculture plays a key role in enabling the State of Palestine to utilize opportunities and face challenges. However, this requires supporting farmers' resilience and the development of agriculture into a sustainable activity that generates reasonable income and profit, enabling farmers (all segments) to overcome the negative impacts of the Israeli policy and stabilize them in their lands and help them to develop their farms, increased their income and standard of living.

Moreover, supporting the components of statehood is a priority, especially in terms of developing the infrastructure, services, control over borders and active participation of agriculture in agreements and activities at both the regional and international levels, which will reflect positively on access to international protection and the defense of Palestinian rights in natural resources and rise of sectoral performance level in Palestine.

Second strategic objective: Efficient and sustainable management of natural resources.

The management of land and water is a considerable challenge for Palestinian farmers due to the [Israeli] occupation and its control over a large section of Palestinian natural resources (water and land) and distortions imposed by and particularly the confiscation of land, water or/and access restrictions to the forests, rangelands and natural reserves. Such a situation requires enhancing and increasing the efficiency of water and land use, expanding such resources, utilizing them in a manner that maximizes their return, thus improving management of water demand, and vertical expansion in the use of resources.

Third strategic objective: Enhanced agricultural production, productivity and competitiveness, as well as enhanced contribution of agriculture to food security.

Palestinian agriculture plays a key role in ensuring food security at the household and national levels. However, the possibilities of increasing and improving such a role are considerable and include horizontal expansion – adding new land to already utilized land; applying modern technology to enhance units of production; enhancing the quality of agricultural products; enhancing post-harvest operations; focusing more on internal and external agricultural marketing to increase food security, self sufficiency ratio, exports; producing commodities that replace the imported commodities based on the development of the agricultural calendar and according to the available scenarios in case of a successful peace process or deteriorated natural resources due to climate change.

¹⁶ The strategic objectives have been set up in a manner that allows their achievement in the medium and long term (5 to 10 years).

Achieving this will reduce the cost of agricultural products, maximize the benefit and will contribute proper management of resources, so that the products meet the needs of agricultural markets and be more competitive in the markets, thus increasing farmers' profitability – especially small – and medium-scale farmers – and improving their return on utilized resources.

Fourth strategic objective: The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.

Advancing the agriculture sector relies mainly on having strong, effective, and efficient institutions that are capable of coordinating achievement of their individual tasks. These institutions include government entities, non-governmental organizations, and the private sector. The achievement of this strategic objective and ensuring agricultural sustainability will directly contribute to building the institutions of the State of Palestine and support other relevant economic sectors and activities.

Indicators of the strategic objectives:

Accurately defining indicators of achievement will not be possible until all related programming and projects, along with their budgets, are defined. Therefore, the proposed indicators must be considered as tentative indicators.

General indicators

The following indicators and targets will be affected and result from the achievement of a group of strategic objectives rather than implementing a specific objective.

1. Increase the percentage of agriculture sector contribution to the GDP by 1.2% in 2016 compared to 2013
2. Increase the percentage of agricultural exports by 7% in 2016 compared to 2013
3. Decrease the percentage of agricultural imports by 3% in 2016 compared to 2013
4. Increase employment in agriculture by 12% annually from 2014
5. Increase agricultural contribution in reducing rate of food insecurity by 3% by the end of 2016 compared to 2013
6. Increased cultivated agricultural areas by 13% by the end of 2016 compared to 2013

Strategic Objectives for 2016

Strategic Objective	Indicators	Base year (2013)	Targets for 2016
First strategic objective: Ensure farmers' resilience and attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.	1. Number of People's Committees, which received support	-	
	2. Number of workers on settlements employed annually	-	

Strategic Objective	Indicators	Base year (2013)	Targets for 2016
	3. Number of former prisoners have benefited from agriculture subsidies	-	
	4. Number of forest and pastoral seedlings planted	-	Planting of 2.25 million seedlings
Second strategic objective: Efficient and sustainable management of natural resources.	5. Level of food security	-	Food security situation improved by ...%
	6. Number of farmers supported	-	
	1. Area of reclaimed land	Reclamation and rehabilitation of 30,000dunums	Reclamation 75,000dunums
	2. Length of constructed and rehabilitated agricultural roads	Construction and rehabilitation of 500 km of agricultural roads	Construction and rehabilitation of 900 km of agricultural roads
	3. Length of retaining walls that have been built	Construction of 1.7 million m of retaining walls	Construction of 4.5 million m of retaining walls
	4. The amount of water available from rehabilitation of springs and groundwater agricultural wells	Increase the amount of available water for agriculture up to 10 million m ³	Around 5 million m ³ made available
	5. The amount of available water from small and medium dams, ponds and cisterns	Establishment of 5,000 cisterns	Around 10 million m ³ made available
	6. The amount of available water from non-traditional sources	-	Around 15 million m ³ made available
	7. Forest area that has been increased	Increase area 7,000 dunums	Increase area 6,000 dunums
8. Rangelands area that have been rehabilitated	Rehabilitation 10,000 dunums of rangelands and reserves	Rehabilitation 10,000 dunums of rangelands and reserves	

Strategic Objective	Indicators	Base year (2013)	Targets for 2016
Third strategic objective: Enhanced agricultural production, productivity and competitiveness, as well as enhanced contribution of agriculture to food security.	1. Number of distributed fruit seedlings	Planting 4 million seedlings	Planting 4.5 million seedlings
	2. Rate of increase in the productivity of the olives	Improve the productivity of olives by 5%	Improve the productivity of olives by 5%
	3. Rate of increase in annual exports of olives	-	Increase exports by%
	4. Rate of increase in the productivity of fruits and vegetables	Improve the productivity of fruits by 5%	Improve the productivity of fruits by 5%
	5. Rate of increase in annual exports of vegetables and fruits	-	Increase exports by%
	6. Rate of increase in the productivity of sheep milk	Improve the productivity of sheep by 10%	Improve the productivity of sheep by 5%
	7. Rate of increase in the productivity of sheep from birth	-	Increase the productivity of sheep from birth by 5%
	8. Rate of increase in honey production	-	Increase honey production by 5%
	9. Rate of increase in the fish production	Increase fish production by 130 ton	Increase fish production by 5%

Strategic Objective	Indicators	Base year (2013)	Targets for 2016
Fourth strategic objective: The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.	10. Rate of increase in productivity of fodders	Improve productivity of forage crops and provide alternatives to feed by 10%	Increase productivity by 5%
	1. Provide, develop and implement specialized agricultural extension programs	Preparation and implementation of specialized service programs	Three specialized agricultural programs for olives, sheep and grapes implemented
	2. Number of vaccinated animals to reduce the prevalence of diseases	-	
	3. Reduce the prevalence of diseases	-	
	4. Establish a gene bank and fulfill its functions	-	One gene bank established
	5. Establish a seed multiplication center and fulfill its functions	-	One seed multiplication center established
	6. Establish a marketing company and fulfill its functions	-	One marketing company established
	7. Establish a agricultural finance institution and fulfill its functions	-	One agricultural finance institution established
	8. Establish a fund for risks prevention and agricultural insurance and fulfill its functions	-	One fund for risks prevention and agricultural insurance established
	9. Number of rehabilitated laboratories of the National Center	-	Laboratories of the National Center
10. Number of established laboratories	- Establish a food safety lab - Establish a diagnostic diseases lab -Establish a production inputs lab	- One food safety lab established - One diagnostic diseases lab established	

Strategic Objective	Indicators	Base year (2013)	Targets for 2016
	11. Adoption of a of financial and administrative automation system and operate it		
	12. Number of laws and bylaws that have been amended and proposed	Approving and activating the new agricultural bylaws, namely: - Preparation and approval of plant and animal quarantines bylaw -Preparation and approval of the central laboratory bylaw	Amended and proposed laws and bylaws
	13. Number of training courses	Preparation and implementation of specialized technical and administrative training programs for manpower working in MoA and other agricultural institutions	
	14. Plan to develop and improve the management of the Research Center has prepared and implemented	-	Plan prepared
	15. Number of activated agricultural councils	Establishment of new specialized agricultural councils (vegetables, fruit, medicinal plants)	

External factors and risks that may affect the achievement of the objectives of the strategy

1. The aggravation of security situation
2. Lack of required financial resources
3. Israeli procedures, constraints and settler attacks
4. Competition, inconsistency and a lack of cooperation between organizations working in the sector
5. Weakness of coordination of donors' efforts and international institutions with each other and with MoA
6. Dumping of settlement products and smuggling from Israel

Chapter 6

6. Sector Policies

It is necessary to set up clear, integral and harmonious policies in order to achieve the priorities and strategic objectives stated in the previous section. The achievement of each group of policies will contribute to achieving one or more of the strategic objectives. The following includes the policies that need to materialize in order to ensure achievement of each strategic objective:

First strategic objective: Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.

This strategic objective will be achieved through the realization of the following policies:

1. Intensify efforts to rehabilitate the agriculture sector in Area C

Area C constitutes 62% of the of the West Bank's total landmass. It is also the area largely composed of rural and agricultural land, and where [Israeli] settlements are located. The majority of these settlements are located near the Separation Wall, isolating nearby Palestinian land. Moreover, most of the Jordan Valley is classified as Area C as well. Therefore, realization of integrated agricultural and rural development – along with the best utilization of land – will lead to strengthening farmers' resilience, enhancing the status of food security and living standards for farmers and rural localities. Moreover, these lands are rich in biodiversity and concentrated areas of forest and rangeland areas and water harvesting.

2. Rehabilitate what the [Israeli] occupation has destroyed and support farmers who are affected by Israeli acts of aggression

Farmers behind and around the Separation Wall, in addition to Jordan Valley farmers who rely on land in "Area C" and in the Gaza Strip are the most harmed by Israeli policy. Hence, supporting these farmers and empowering them to stay in the farming business is a high priority for the coming phase.

3. Support and protect marginalized groups, especially smallholder farmers, impoverished people in rural areas, women and Bedouins

The percentage of farming proprietors who consume what they produce is approximately 70% of the total number of agricultural proprietors. The implementation of this policy will include a number of activities that will directly contribute to ensuring food security at the household-level and providing jobs and additional income to rural localities.

4. Enforce agricultural control at borders and build national laboratories

The process of controlling the quality and safety of food, agricultural products and livestock entering Palestine, to ensure that approved specifications are met, are basic conditions and provisions which require prior preparation due to their impact on people's health and the national economy. This requires upgrading of quality and safety control laboratories for inspection of diseases and epidemics. Additionally, the reference laboratories that are approved by relevant regional and international bodies must be provided as well. Whether it's on the borders and crossings points such as plant and animal quarantines and laboratories in the center and governorates.

5. Palestine signs agreements and joins regional and international agricultural organizations

The upgrading of the status of Palestine to non-member observer state status in the United Nations opened the door for it to join international organizations and sign international agreements making

it an active partner in the international arena. In this context, the preparation of files on agricultural issues and human development in order to achieve justice and equity, including the advantages, requirements and the burdens of such preparation are a priority and in line with its national political project.

Second strategic objective: Efficient and sustainable management of natural resources.

This strategic objective will be achieved through the following policies:

1. Improve management of supply and demand on water used in agriculture

This policy will implement interventions and procedures that guarantee provision of additional water for agriculture from traditional and non-traditional sources, as well as enhance irrigation water efficiency and utilization. The areas of improvement in agricultural water management are considerable and tangible.

2. Sustainable management of land, increase in land area, reclamation of land, and sustainable utilization of agricultural biodiversity

This policy will increase available agricultural areas through land reclamation and development, construction and rehabilitation of agricultural lands as well as provision of additional or new water sources to existing unused agricultural. It will also promote greater utilization of the lands that are only good for forestation or rangelands, whether public or private, by planting them with forest trees or pasture plants. The policy will also safeguard and increase the productivity of pastureland in order to use it sustainably and protect it from deterioration.

3. Adaption to the negative impacts of climate change and natural disasters

In light of current and expected changes in climate, including the general rise in temperature and drop in annual precipitation, which largely affects the agriculture sector – in addition to natural disasters that also negatively affect agricultural production and resource – steps must be taken and arrangements made to either adapt to, or limit, the effects of climate change within this policy.

Third strategic objective: Enhanced agricultural production, productivity and competitiveness, as well as enhanced contribution of agriculture to food security.

This strategic objective will be achieved through the following policies:

4. Support a sector-wide shift towards intensive and semi-intensive production systems and apply modern agricultural production systems in line with sustainable development requirements

Rain-fed agriculture such as field crops and olives is the most common type of agriculture applied. Most livestock holders are small-scale herders and fishermen, who follow traditional methods of production. Therefore, empowering farmers to adopt modern techniques and methods of animal and plant production will be conducted through this policy.

5. Steer agricultural production to meet domestic and external market needs and enhance competitiveness

To direct agricultural production to meet local and external needs in terms of quality and price is a key challenge, which needs to be overcome through enhancing pre- and post-harvest processes. This requires dealing with entire sections of the commodity/marketing chain and considering the necessary measures required to enhance the chain's quality among smallholder farmers. This requires bearing in mind the urgent need to improve the marketing process and focus on activities that increase the competitiveness of family and famine food and agricultural products.

This is in addition to diversifying production to include the expansion in the production of palm, avocado, lemon, seedless grapes, almonds, melons, apricots and medicinal plants.

Fourth strategic objective: The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.

This strategic objective will be achieved through the following policies:

1. Improve the efficiency and effectiveness of agricultural institutions and develop their legal and coordination frameworks

This policy will improve sub-sector and institutional strategies and plans through modernizing the policies of administrative and financial functions. It will also provide an appropriate work environment, update and complete the legal framework that regulates work in the agriculture sector, and update and complete the mechanisms and methods of coordination and cooperation between the stakeholders of the agriculture sector. Finally, the policy will support the farmers' organizations and cooperatives, especially smaller ones.

2. Train and rehabilitate the human resources involved in agriculture (men and women)

Having efficient human resources is fundamental to the institutions that are capable of advancing agricultural functions, including leading the sector, delivery of agricultural services to farmers and other stakeholders. The training and rehabilitating activities must meet the actual needs of beneficiaries and concentrate as much as possible on practical application in particular, with regard to women and youth.

3. Provide incentives to investment and partnership between the public and private sectors and support excellence and innovation in agriculture

Providing investment incentives and realizing partnerships between the private and public sectors are key requirements to achieve agricultural development. Such relationships directly contribute to enhancing Palestinian agriculture's efficiency of resource utilization and competitiveness both domestically and externally. Hence, it is imperative to ensure an enabling environment in order to attract investment, support and motivate innovative farmers and realize such partnerships. A key aspect of such an environment is that it ensures the appropriate legal framework, including facing political risks and the challenges emanating from the [Israeli] occupation and its measures.

4. Improve extension services, plant protection, veterinary services, research and agricultural marketing

Undoubtedly, the provision of timely technical agricultural services positively affects the quality and competitiveness of production. Though most technical services are provided by the public sector, NGOs and the private sector play important roles in the provision of such services. Hence, it is necessary to improve the capacities of the private sector, enabling it to provide better technical services, especially in marketing.

5. Develop the systems of lending and financing for rural areas, risk prevention and agricultural insurance

The agriculture sector is affected by many risks. This renders provision of lending, financing services and agricultural insurance either costly or unavailable. In light of the central role these services play in facilitating agricultural development, this policy will create mechanisms and systems to deliver these services jointly through the public sector, private sectors and civil society and to focus on marginalized groups, women and youth through provision of developmental incentives and small and micro-credits services for productive projects.

Chapter 7

7. Sector Programs

During the three years of the strategy, three sectoral programs will be implemented. The programs constitute the translation and response to the four strategic objectives and policies related to each strategic objective. They are consistent with the programs of the budget and with the requirements of the guidelines of procedures for the preparation of the budget programs and performance issued by the Ministry of Finance in April 2013 and in harmony with the guidelines for the preparation/ updating sectoral strategies issued by the Ministry of Planning and Administrative Development, June 2013. The following is a description of the programs:

7.1. Agricultural Development Program

7.1.1. Program Description: Through this program, several projects will be implemented aimed to reclamation and rehabilitation of land, roads construction, water harvesting and improving the efficiency of water resources and irrigation systems as well as projects to improve production, productivity and competitiveness of the agricultural sector. This program consists of 23 projects with a total cost estimated at US\$ 376 million.

7.1.2. Program Purpose: To improve the efficiency and sustainability of available agricultural resources by 5%

- ❖ Criteria for program purpose:
 - Ratio of improvement in productivity and land area unit
 - Ratio of increase in the amount of water available for agriculture
 - Ratio of increase in the area of reclaimed land
 - Ratio of improvement in the profitability of beneficiary farmers

7.1.3. Programs Objectives

First objective: To increase the area of agricultural land through reclamation and rehabilitation 75,000 dunums, and construction and rehabilitation of 900 km of agricultural roads

- ❖ Projects under the first objective:
 1. Land reclamation and rehabilitation
 2. Construction and rehabilitation of agricultural roads

- ❖ Measurement criteria for objective achievement:
 - Ratio of increase in the area of reclaimed land
 - Ratio of increase in the area of cultivated land
 - Ratio of increase in the length of agricultural roads

Second objective: To increase the amount of water used to irrigate the amount of up to 30 million cubic meters in 2016 through the rehabilitation of wells, water harvesting and modernization of irrigation systems.

- ❖ Projects under the second objective:
 1. Improve the efficiency of irrigation systems, transport and distribution
 2. Construction of small and medium dams, ponds and cisterns
 3. Use of non-conventional water in agriculture in particular waste and treated water
 4. Rehabilitation of springs, groundwater and agricultural wells

- ❖ Measurement criteria for objective achievement:
 - Ratio of increase in the amount of irrigation water
 - Ratio of increase in the area of irrigated land
 - The number of wells and irrigation systems that have been rehabilitated and established
 - The number and capacity of dams and ponds that have been established
 - The amount of non-conventional water that has been used in agriculture
 - The number of springs and wells that have been rehabilitated

Third objective: To increase productivity per unit of agricultural production by 5 % annually, particularly for smallholder farmers

- ❖ Projects under the third objective:
 1. Development of olives productivity and competitiveness
 2. Improve productivity of sheep and goats
 3. Bees sector development
 4. Aquaculture development
 5. Improve productivity and competitiveness of fruits and vegetables
 6. Improve food security and climate change adaption for field crops farmers
 7. Development and improvement of natural resources in Marj Sanur
 8. Improve fodders production

- ❖ Measurement criteria for objective achievement:
 - Ratio of increase in the productivity of olives, vegetables, fruits and fodders
 - Ratio of increase in the number of births and the production of milk and meat quantities of sheep and goats
 - Ratio of increase in honey production and yield per cell
 - Ratio of increase in exports of olive oil, vegetables and fruits
 - Ratio of improvement in the food security situation
 - The completion rate in land reclamation and development of Marj Sanur

Fourth objective: Afforestation and greening of governmental land and improvement of rangelands and protection of the environment through the distribution of 4.5 million fruit trees and 2.25 million forest and pastoral trees.

- ❖ Projects under the fourth objective:
 1. Greening Palestine
 2. Afforestation and the development of reserves and rangelands
 3. Conservation and sustainable use of agricultural biodiversity
 4. Adapt and reduce the effects of climate change on agriculture

- ❖ Measurement criteria for objective achievement:
 - The number of fruit trees that have been planted
 - The number of forest trees, shrubs and pastoral plants that have been cultivated

Fifth objective: To rehabilitate agricultural facilities and infrastructure that has been destroyed by the occupation

- ❖ Projects under the fifth objective:
 1. Support those affected by the wall and settlements
 2. Support fishermen
- ❖ Measurement criteria for objective achievement:
 - The number of farmers affected by the wall and the settlements, who were supported
 - The number of supported fishermen
 - The number of supported popular committees

Sixth Objective: To support marginalized groups of farmers

- ❖ Projects under the sixth objective:
 1. Support smallholder farmers, Bedouins and agricultural cooperatives
 2. Support women and youth in agriculture
- ❖ Measurement criteria for objective achievement:
 1. The number of supported agricultural cooperatives
 2. The number of smallholder farmers who have benefited from the project
 3. The number of women and youth who have benefited from agricultural projects

Seventh Objective: To join the conventions and international organizations related to agriculture

- ❖ Projects under the seventh objective:
 - Support the Palestinian presence in international agricultural organizations
- ❖ Measurement criteria for objective achievement:
 - The number of agricultural organizations and conventions, of which Palestine became a member.

Eighth Objective: To update and complete the legal framework governing the work in the agricultural sector

- ❖ Measurement criteria for objective achievement:
 - The number of laws and regulations that have been modified or approved

7.1.4. Projects and budget of the Program (developmental budget only)

	Projects	\$Budget (000) US			
		2014	2015	2016	Total
1	Land reclamation and rehabilitation	16,700	16,700	16,700	50,100
2	Construction and rehabilitation of agricultural roads	4,500	4,500	4,500	13,500
3	Rehabilitation of springs, groundwater and agricultural wells transport and distribution project	5,000	7,000	8,000	20,000
4	Construction of small and medium dams, ponds and cisterns	12,000	12,000	12,000	36,000
5	The use of non-conventional water in agriculture	10,000	12,000	15,000	37,000
6	Improve the efficiency of irrigation systems, transport and distribution agricultural wells project	5,000	5,000	5,000	15,000
7	Greening Palestine	4,500	4,500	4,500	13,500
8	Afforestation and development of reserves and rangelands	2,500	2,500	2,500	7,500
9	Development of olives productivity and competitiveness	10,000	15,000	15,000	40,000
10	Improve productivity of sheep and goats	6,000	10,000	10,000	26,000
11	Bees sector development	2,000	1,500	1,500	5,000
12	Aquaculture development	5,000	5,000	5,000	15,000
13	Improve productivity and competitiveness of fruits and vegetables	10,000	10,000	10,000	30,000
14	Improve food security and climate change adaption for field crops farmers	1,000	1,500	1,500	4,000
15	Conservation and sustainable use of agricultural biodiversity	2,000	2,000	2,000	6,000
16	Adaption and reduce the effects of climate change on agriculture	3,000	3,000	3,000	9,000
17	Development and improvement of natural resources in Marj Sanur	3,000	4,000	3,000	10,000
18	Improve fodders production	1,500	1,500	1,500	4,500
19	Support those affected by the wall and settlements	5,000	5,000	5,000	15,000
20	Support fishermen	1,000	1,000	1,000	3,000
21	Support smallholder farmers, Bedouins and agricultural cooperatives	3,000	3,000	3,000	9,000
22	Support women and youth in agriculture	2,000	2,000	2,000	6,000
23	Support the Palestinian presence in international agricultural organizations	500	250	250	1,000
	Total	115,200	128,950	131,950	376,100

7.1.5. Relationship and the extent of harmonization of program with the strategic objectives and policies

1 st Strategic Objective		2 nd Strategic Objective		3 rd Strategic Objective		4 th Strategic Objective	
Policies of objective		Policies of objective		Policies of objective		Policies of objective	
1.1. Intensify efforts to rehabilitate the agriculture sector in Area C	X	2.1. Improve management of supply and demand on water used in agriculture	X	3.1. Support a sector-wide shift towards intensive and semi-intensive production systems and apply modern agricultural production systems in line with sustainable development requirements	X	4.1. Improve the efficiency and effectiveness of agricultural institutions and develop their legal and coordination frameworks	
1.2. Rehabilitate what the [Israeli] occupation has destroyed and support farmers who are affected by Israeli acts of aggression	X	2.2. Sustainable management of land, increase in land area, reclamation of land, and sustainable utilization of agricultural biodiversity	X	3.2. Steer agricultural production to meet domestic and external market needs and enhance competitiveness		4.2. Train and rehabilitate the human resources involved in agriculture	
Support and .1.3 protect marginalized groups, especially smallholder farmers, impoverished people in rural areas, women and Bedouins	X	Adaption to the .2.3 negative impacts of climate change and natural disasters	X			Provide .4.3 incentives to investment and partnership between the public and private sectors and support excellence and innovation in agriculture	
Enforce .1.4 agricultural control at borders and build national laboratories						Improve .4.4 extension services, plant protection, veterinary services, research and agricultural marketing	X
Palestine .1.5 signs agreements and joins regional and international agricultural organizations	X					Develop the .4.5 systems of lending and financing for rural areas, risk prevention and agricultural insurance	

7.1.6. Contribution and role of the private sector and civil society in the program

The private sector contributes directly to the implementation of the activities and projects of this program according different degrees, as follows:

1. Reclamation and preparation of land
2. Various agriculture works
3. Funding or contributing to the costs of inputs and different activities
4. Maintenance, protection and follow-up of farms and facilities
5. Involvement in cooperatives and groups
6. Implementation of some projects as contractors
7. Provision of necessary data and information

Civil society organizations have key roles in implementing and achieving the objectives of this program, such as:

1. Assistance in organizing farmers and other stakeholders
2. Attract funding and support activities and projects of the program
3. Implementation and management of some of the projects and activities
4. Provision of extension services, training and awareness

7.2. Improvement of Agricultural Services Program

7.2.1. Program Description: This program aims to improve the services provided to farmers and other stakeholders, particularly in the field of extension, veterinary and plant protection in addition to the establishment and rehabilitation of laboratories and gene banks, as well as seed multiplication centers. It aims to diversify production and improve quality in order to increase competitiveness in domestic and foreign markets, and to provide some agricultural commodities to replace imported ones. In addition to supporting intensive and semi-intensive agriculture production, the program will establish three key institutions in the agricultural sector: a company for agricultural marketing, a finance and agricultural credit corporation, and a risk prevention and agricultural insurance fund. This program will also work on improving the capacities of workers in the agricultural institutions. This program consists of 14 projects with a total cost estimated of US\$156 million.

7.2.2. Program Purpose: Improve the level of agricultural services provided to men and women farmers, as well as their responsiveness to the needs of quality and affordability.

- ❖ Criteria for program purpose:
 - Ratio of satisfaction with services provided of farmers and beneficiaries
 - Ratio of improvement in the farmers' income

7.2.3. Programs Objectives

First objective: To improve the services provided to farmers

- ❖ Projects under the first objective:
 1. Development of extension services in MoA
 2. Development of veterinary services
 3. Improvement of plant protection services

- ❖ Measurement criteria for objective achievement:
 - Ratio of improvement in farmer's income
 - The number of extension programs that have been developed and updated

Second objective: To develop the capacities and improve the efficiency of workers in agricultural institutions

- ❖ Projects under the second objective:

1. Development of human capacity in agriculture project

- ❖ Measurement criteria for objective achievement:
 - Farmers' and citizens' satisfaction with the performance of agricultural institutions
 - Satisfaction of citizens about their situation
 - The number of training and human resources development activities
 - The number of participants in the human resources development activities

Third objective: To improve and control the quality of agricultural products through the adoption of Palestinian quality standards for agricultural plant and animal products.

- ❖ Projects under the third objective:
 1. Development of agricultural marketing services
 2. Development of agricultural research services

In addition to the projects that have been mentioned in the first objective

- ❖ Measurement criteria for objective achievement:
 - Ratio of improvement in the quality of agricultural products and the ratio of increase in farmers' income
 - The number of laboratories provided and their efficiency

Fourth objective: To reduce the prevalence of plant and animal diseases by conducting campaigns for plant spraying as well as vaccination of livestock.

- ❖ Projects under the fourth objective:
 - Construction and rehabilitation of laboratories and agricultural quarantines

In addition to development of extension services in MoA project and improvement of plant protection services project that have been mentioned within the first objective projects.

- ❖ Measurement criteria for objective achievement:
 - Ratio of improvement of plant and animal production
 - The number of vaccinated animals
 - Reduction in ratio of prevalence of plant and animal diseases
 - The number of spraying campaigns and coverage

Fifth objective: To improve the marketing services, increase the export by 5% per annum and make markets work for the poor and women.

- ❖ Projects under the fifth objective:
 - Development of agricultural marketing services
 - Establishment of an agricultural marketing company

- ❖ Measurement criteria for objective achievement:
 - The annual ratio of increase in the volume of agricultural exports
 - Ratio of improvement in the quality of agricultural products
 - Establishment of the agricultural marketing company

Sixth Objective: To enable farmers and rural women to implement small income-generating projects through providing credit risk prevention facilities and operationalizing agricultural insurance fund.

- ❖ Projects under the sixth objective:
 - Establishment of a seed multiplication center
 - Establishment of an agricultural lending and financing institution
 - Operating a risk prevention and agricultural insurance fund
 - Agricultural financing for former prisoners (men and women)

- ❖ Measurement criteria for objective achievement:
 - A seed multiplication center fulfills its functions
 - The number of farmers benefiting from the lending system
 - Establishment of an agricultural lending and funding institution
 - Size of loans provided to farmers
 - The number of former prisoners who have benefited from the project
 - Risk prevention and agricultural insurance fund fulfills its functions

Seventh Objective: To establish and strengthen the capacity of 10 specialized agricultural councils.

- ❖ Projects under the seventh objective:
 1. Support and strengthen the capacity of agricultural councils

- ❖ Measurement criteria for objective achievement:
 - The number of the active specialized agricultural councils

7.2.4. Projects and budget of the Program (developmental budget only)

	Projects	\$Budget (000)US			
		2014	2015	2016	Total
1	Development of extension services in MoA	5,000	5,000	5,000	15,000
2	Development of veterinary services	3,000	3,000	3,000	9,000
3	Improvement of plant protection services	1,000	1,000	1,000	3,000
4	Development of human capacity in agriculture	1,000	1,000	1,000	3,000
5	Development of agricultural marketing services	1,500	1,500	1,500	4,500
6	Development of agricultural research services	5,000	5,000	5,000	15,000
7	Establishment of a gene bank in agricultural National Research Center	1,500	1,500		3,000
8	Establishment of a seed multiplication center	1,000	1,000	1,000	3,000
9	Establishment of a agricultural marketing company	10,000	10,000		20,000
10	Establishment of an agricultural lending and funding institution	15,000	20,000		35,000
11	Operating a risk prevention and agricultural insurance fund	10,000	12,000	5,000	27,000
12	Agricultural financing for free prisoner	3,000	3,000	3,000	9,000
13	Construction and rehabilitation of laboratories and agricultural quarantines	1,500	1,500	2,000	5,000
14	Support and strengthen the capacity of agricultural councils	1,500	1,500	1,500	4,500
	Total	60,000	67,000	29,000	156,000

7.2.5. Relationship and the extent of harmonization of program with the strategic objectives and policies

1 st Strategic Objective		2 nd Strategic Objective		3 rd Strategic Objective		4 th Strategic Objective	
Policies of objective		Policies of objective		Policies of objective		Policies of objective	
Intensify .1.1 efforts to rehabilitate the agriculture sector in Area C	X	Improve .2.1 management of supply and demand on water used in agriculture		Support a .3.1 sector-wide shift towards intensive and semi-intensive production systems and apply modern agricultural production systems in line with sustainable development requirements	X	Improve the .4.1 efficiency and effectiveness of agricultural institutions and develop their legal and coordination frameworks	X
Rehabilitate .1.2 what the [Israeli] occupation has destroyed and support farmers who are affected by Israeli acts of aggression		Sustainable .2.2 management of land, increase in land area, reclamation of land, and sustainable utilization of agricultural biodiversity		Steer .3.2 agricultural production to meet domestic and external market needs and enhance competitiveness		Train and .4.2 rehabilitate the human resources involved in agriculture	X
Support .1.3 and protect marginalized groups, especially smallholder farmers, impoverished people in rural areas, women and Bedouins	X	Adaption .2.3 to the negative impacts of climate change and natural disasters				Provide .4.3 incentives to investment and partnership between the public and private sectors and support excellence and innovation in agriculture	X
Enforce .1.4 agricultural control at borders and build national laboratories	X					Improve .4.4 extension services, plant protection, veterinary services, research and agricultural marketing	X
Palestine .1.5 signs agreements and joins regional and international agricultural organizations						Develop the .4.5 systems of lending and financing for rural areas, risk prevention and agricultural insurance	X

7.2.6. Contribution and role of the private sector and civil society in the program

The private sector contributes directly to the implementation of the activities and projects of this program according different degrees, as follows:

- Contribute to the funding of the activities and projects of the program
- Contribute to the completion, implementation and sustainability of activities and projects
- Provide inputs, production requirements and other services
- Provide the necessary data and information

Civil society organizations have key roles in implementing and achieving the objectives of this program, such as:

- Assistance in organizing farmers and other stakeholders
- Attract funding and support for activities and projects
- Provision of extension services, training and awareness
- Implementation and management of some projects

7.3. Administrative Program

7.3.1. Program Description: This program consists of two projects and aims to develop the administrative, financial, legal capacities of Ministry of Agriculture and to issue the law of the General Union of Agricultural Councils. The total cost for this program is about US\$ 11 million.

7.3.2. Program Purpose: Effective, transparent and accountable management systems working by the end of 2017.

- ❖ Criteria for program purpose:
 - The degree of employee satisfaction for the work environment
 - Audit and control reports

7.3.3. Programs Objectives

First objective: Ministry management is working in accordance with procedures.

- ❖ Projects under the first objective:
 - Develop the administrative, financial, legal capacities of Ministry of Agriculture
- ❖ Measurement criteria for objective achievement:
 - Satisfaction of farmers and citizens on the performance of agricultural institutions
 - Employee satisfaction on their situation

Second objective: To improve the legal framework for agricultural institutions.

- ❖ Projects under the second objective:
 - Issue the law of the General Union of Agricultural Councils
- ❖ Measurement criteria for objective achievement:
 - Issuance the law of the General Union of Agricultural Councils

7.3.4. Projects and budget of the Program (developmental budget only)

	Projects	\$Budget (000) US			
		2014	2015	2016	Total
1	Develop the administrative, financial, legal capacities of MoA	3,000	3,000	3,000	9,000
2	Issuance the law of the General Union of Agricultural Councils	500	500	500	1,500
	Total	3,500	3,500	3,500	10,500

7.3.5. Relationship and the extent of harmonization of program with the strategic objectives and policies

1 st Strategic Objective	2 nd Strategic Objective	3 rd Strategic Objective	4 th Strategic Objective	
Policies of objective	Policies of objective	Policies of objective	Policies of objective	
1.1. Intensify efforts to rehabilitate the agriculture sector in Area C	2.1. Improve management of supply and demand on water used in agriculture	3.1. Support a sector-wide shift towards intensive and semi-intensive production systems and apply modern agricultural production systems in line with sustainable development requirements	4.1. Improve the efficiency and effectiveness of agricultural institutions and develop their legal and coordination frameworks	X
1.2. Rehabilitate what the [Israeli] occupation has destroyed and support farmers who are affected by Israeli acts of aggression	2.2. Sustainable management of land, increase in land area, reclamation of land, and sustainable utilization of agricultural biodiversity	3.2. Steer agricultural production to meet domestic and external market needs and enhance competitiveness	4.2. Train and rehabilitate the human resources involved in agriculture	
1.3. Support and protect marginalized groups, especially smallholder farmers, impoverished people in rural areas, women and Bedouins	2.3. Adaption to the negative impacts of climate change and natural disasters		4.3. Provide incentives to investment and partnership between the public and private sectors and support excellence and innovation in agriculture	
1.4. Enforce agricultural control at borders and build national laboratories			4.4. Improve extension services, plant protection, veterinary services, research and agricultural marketing	
1.5. Palestine signs agreements and joins regional and international agricultural organizations			4.5. Develop the systems of lending and financing for rural areas, risk prevention and agricultural insurance	

7.3.6. Contribution and role of the private sector and civil society in the program

Other than the previous two programs, the role of the private sector in the implementation of this program is limited and is as follows:

- Preparation of some studies and reports
- Implementation of some projects and activities

The role of civil society organizations concentrated on:

- Attract funding and provide technical support for some of activities and projects

Chapter 8

8. Resources Allocation

Provision of adequate financing for the strategy's programs may be the most important factor in the successful implementation of the strategy. In the past few years, funding for the agricultural sector has increased, particularly from donors; however, it remains less than what is required for this vital sector to reach its full potential. When developing the budgets of the programs, we take in consideration the need to remain within reasonable limits for funding, with the assumption that there will be an increase of PA contribution to the development budget. It also should be noted here the great and fundamental role of private sector in the financing of various agricultural activities, which is estimated at double what is being monitored balancing developmental projects covered in this strategy, as well as other projects related to agriculture included in the programs of the ministries and other institutions.

It is necessary to take into account the equitable distribution of the budgets among the various programs and projects not to focus on specific activities at the expense of other activities and projects, and thus, despite the availability of budgets, their distribution may not fair. In such cases, it is necessary to emphasize the importance of taking into account the efficiency, effectiveness and transparency in the use and allocation of resources and the need for the cooperation of all stakeholders to achieve this.

The agricultural development program consists of 23 projects and the developmental budget during the next three years amounts to US\$376 million, while the program to improve agricultural services has included 14 projects at a cost of US\$156 million. In addition, the administrative program, which has included two projects cost about US\$11 million, for a total developmental budget for three programs of approximately US\$543 million divided by 33%, 37%, and 30% over the next three years respectively. The table below shows the programs and their budgets:

(in US\$)

Programs		2014	2015	2016	Total
1.	Agricultural Development Program	115,200	128,950	131,950	376,100
2.	Improving Agricultural Services Program	60,000	67,000	29,000	156,000
3.	Administrative Program	3,500	3,500	3,500	10,500
	Grand total	178,700	199,450	164,450	542,600

Chapter 9

9. Monitoring and Evaluation

The monitoring and evaluation process is one of the most important tools to achieve efficiency and effectiveness in the use of available resources. The monitoring and evaluation strategy will reflect and identify outputs, commodities and services delivered as an outcome of implementing interventions and expenditures and using available resources. In addition, technical aspects, quality and time frames necessary to carry out activities and interventions are essential requirements, which should be included within the monitoring and evaluation indicators. Drafting concise and realistic indicators that are directly linked to assumptions to be developed will allow for the successful implementation of the Strategy. In comparison to other sectors, risk and obscurity factors in agriculture are high. Furthermore, achievements and progress in implementing objectives set by the Strategy are influenced by the Israeli occupation's measures, budgetary allocations and weather conditions, particularly drought and frost.

Monitoring and evaluation of the progress made, achievements and impact of implementation will be used to improve performance and administration by building on positive aspects, avoiding negative points and adjusting the course of action during the implementation process. Note that the Ministry of Agriculture is establishing a monitoring and evaluation system for the agricultural sector funding from GIZ. This system will be carried out on various levels, including the body that is immediately responsible for planning and implementing activities and interventions; the umbrella institution to which the implementing body reports; MoA; MoPAD and their respective donors. In some cases a multilateral evaluation will be conducted mostly during or at the end of the relevant activity or intervention.

Prior to working on developing achievement indicators, it is necessary that the situation of the targeted case be identified. This includes, but will not be limited to, defining the production baseline levels, productivity, costs and revenue of used inputs. Accordingly, these will lay a foundation to measure and identify the levels of change. The link between an intervention and activity, on the one hand, and achieved changes, on the other, are important in order to determine whether the change in production or productivity is wholly attributed to the intervention, or whether other factors or projects have influenced and played a negative or positive role in this process. Additionally, the cost associated with the monitoring and evaluation process should be reasonable and not require a massive effort to obtain or verify.

Again, it is important that objectives, policies, interventions, projects, activities and costs be reviewed in light of monitoring and evaluation results. This is equally applicable to indicators, especially when financial allocations, budgets and duration of achievement are subject to change, or when assumptions are not realised, or in the event contingent developments and conditions are in place.

The lessons learned and problems chapter in Agriculture Sector Review 2011-2013 has included important issues related to M&E, as the following:

- The new strategy should be based on an actual and thorough analysis. It is important to identify realistic and clear objectives and indicators based on a reasonable and attainable budget
- It is necessary to determine the base years and the adoption of indicators to formulate targets through strategy, taking into account that the numbers and statistical indicators at the national and sectoral levels are issued two to three years late, making it difficult to monitor and evaluate, therefore there is a need to activate the projects database.

- There is a weakness in the mechanisms of participation, cooperation and coordination between the relevant institutions both national and foreign. This area should emphasize the importance of the role of the agricultural sector working group, which could constitute the main platform for the agricultural sector and give special attention to the mechanics of accountability and transparency at various levels.

Therefore, we should build on the outcomes of the review process taking into account the logical sequence in the design and development of M&E indicators as the completion and implementation of activities and projects will lead to the achievement of program objectives. Moreover achievement of programs objectives in turn will lead to the achievement of a strategic objective and the total strategic objectives will contribute to achieving the vision of the agricultural sector. In this context, and because identifying accurate indicators for M&E relies as previously mentioned on annual total budgets at the level of activity and project, which will be provided during the preparation of the plan 2014 - 2016, the following indicators are general indicators should be readjusted and completed in the light of the actual budgets allocated yearly:

Programs/ Indicators	Annual indicators			Sources of Verification	Responsibility
	2014	2015	2016		
1. Agricultural Development Program					
1. Area of reclaimed land	<ul style="list-style-type: none"> Increasing the area of land reclaimed about 25,000 dunums 	<ul style="list-style-type: none"> Increasing the area of land reclaimed about 25,000 dunums 	<ul style="list-style-type: none"> Increasing the area of land reclaimed about 25,000 dunums 	<ul style="list-style-type: none"> Receiving work reports from the contractors Follow-up reports Reports of Agricultural Directorates Project reports 	<ul style="list-style-type: none"> Agricultural Directorates General Directorate for the Development and Protection of Land Donors Program management
2. Length of rehabilitated agricultural roads	<ul style="list-style-type: none"> Construction and rehabilitation of 300 km of agricultural roads 	<ul style="list-style-type: none"> Construction and rehabilitation of 300 km of agricultural roads 	<ul style="list-style-type: none"> Construction and rehabilitation of 300 km of agricultural roads 	<ul style="list-style-type: none"> Receiving work reports from the contractors Follow-up reports Reports of Agricultural Directorates Project reports 	<ul style="list-style-type: none"> Agricultural Directorates General Directorate for the Development and Protection of Land Donors Program management
3. Length of retaining walls that have been built	<ul style="list-style-type: none"> Construction of 1.5 million m of retaining walls 	<ul style="list-style-type: none"> Construction of 1.5 million m of retaining walls 	<ul style="list-style-type: none"> Construction of 1.5 million m of retaining walls 	<ul style="list-style-type: none"> Receiving work reports from the contractors Follow-up reports Reports of Agricultural Directorates Project reports 	<ul style="list-style-type: none"> Agricultural Directorates General Directorate for the Development and Protection of Land Donors Program management

Programs/ Indicators	Annual indicators			Sources of Verification	Responsibility
	2014	2015	2016		
4. The amount of water available from rehabilitation of springs and groundwater agricultural wells	<ul style="list-style-type: none"> Make available around 1 million m³ 	<ul style="list-style-type: none"> Make available around 1.5 million m³ 	<ul style="list-style-type: none"> Make available around 2.5 million m³ 	<ul style="list-style-type: none"> Reports of Agricultural Directorates Follow-up reports Project reports 	<ul style="list-style-type: none"> Project management Agricultural Directorates Palestinian Water Authority
5. The amount of available water from small and medium dams, ponds and cisterns	<ul style="list-style-type: none"> Make available 3 million m³ 	<ul style="list-style-type: none"> Make available 3.5 million m³ 	<ul style="list-style-type: none"> Make available 3.5 million m³ 	<ul style="list-style-type: none"> Receiving work reports from the contractors 	<ul style="list-style-type: none"> General Directorate for Soil and Water General Directorate for the Development and Protection of Land
6. The amount of water available from non-traditional sources especially waste and treated water	<ul style="list-style-type: none"> Use 3million m³ 	<ul style="list-style-type: none"> Use 5million m³ 	<ul style="list-style-type: none"> Use 7 million m³ 		<ul style="list-style-type: none"> Program management
7. Number of seedlings that have been produced	<ul style="list-style-type: none"> Producing and planting of 1.5 million fruit seedling 	<ul style="list-style-type: none"> Producing and planting of 1.5 million fruit seedling 	<ul style="list-style-type: none"> Producing and planting of 1.5 million fruit seedling 	<ul style="list-style-type: none"> Project management reports Reports of General Directorate for Extension 	<ul style="list-style-type: none"> Project management Agricultural Directorates Technical directorates in MoA
8. Number of forest and pastoral seedlings that have been distributed	<ul style="list-style-type: none"> Producing and planting of 0.75million forest and pastoral seedling 	<ul style="list-style-type: none"> Producing and planting of 0.75million forest and pastoral seedling 	<ul style="list-style-type: none"> Producing and planting of 0.75million forest and pastoral seedling 	<ul style="list-style-type: none"> General Directorate for Forests and Rangelands Agricultural Directorates reports 	

Programs/ Indicators	Annual indicators			Sources of Verification	Responsibility
	2014	2015	2016		
9. Ratio of increase in olives productivity and in annual export of olives	<ul style="list-style-type: none"> Increase olives productivity by 5% and increase annual export by 5% 	<ul style="list-style-type: none"> Increase olives productivity by 5% and increase annual export by 5% 	<ul style="list-style-type: none"> Increase olives productivity by 5% and increase annual export by 5% 	<ul style="list-style-type: none"> Project management reports Agricultural Directorates reports 	<ul style="list-style-type: none"> Project management Agricultural Directorates Technical directorates in MoA
10. Rate of increase in the productivity of sheep milk	<ul style="list-style-type: none"> Improve the productivity of sheep by 5% 	<ul style="list-style-type: none"> Improve the productivity of sheep by 5% 	<ul style="list-style-type: none"> Improve the productivity of sheep by 5% 	<ul style="list-style-type: none"> Companies records Follow-up reports Cooperatives records Exports records 	
11. Rate of increase in the productivity of sheep from birth	<ul style="list-style-type: none"> Increase the productivity of sheep from birth by 5% 	<ul style="list-style-type: none"> Increase the productivity of sheep from birth by 5% 	<ul style="list-style-type: none"> Increase the productivity of sheep from birth by 5% 		
12. Rate of increase in honey production	<ul style="list-style-type: none"> Increase honey production by ..% 	<ul style="list-style-type: none"> Increase honey production by ..% 	<ul style="list-style-type: none"> Increase honey production by ..% 		
13. Rate of increase in the fish production	<ul style="list-style-type: none"> Increase fish production by ..% 	<ul style="list-style-type: none"> Increase fish production by ..% 	<ul style="list-style-type: none"> Increase fish production by ..% 		
14. Rate of improvement in productivity of targeted crops and increase exports	<ul style="list-style-type: none"> Improve the productivity of targeted crops by...% and increase exports by...% 	<ul style="list-style-type: none"> Improve the productivity of targeted crops by...% and increase exports by...% 	<ul style="list-style-type: none"> Improve the productivity of targeted crops by...% and increase exports by...% 		
15. Rate of improvement in productivity of field crops	<ul style="list-style-type: none"> Improve the productivity of field crops by ...% 	<ul style="list-style-type: none"> Improve the productivity of field crops by ...% 	<ul style="list-style-type: none"> Improve the productivity of field crops by ...% 		
16. Number of People's Committees, which received support				<ul style="list-style-type: none"> Project management reports Agricultural Directorates reports 	<ul style="list-style-type: none"> MoA

Programs/ Indicators	Annual indicators			Sources of Verification	Responsibility
	2014	2015	2016		
17. Number of settlement workers employed annually				<ul style="list-style-type: none"> Project management reports Agricultural Directorates reports 	<ul style="list-style-type: none"> MoA
2. Improvement of Agricultural Services Program					
1. Provide, develop and implement three specialized agricultural extension programs for olives, sheep and grapes				<ul style="list-style-type: none"> Agricultural Directorates reports Programs forms 	<ul style="list-style-type: none"> MoA General Directorate for Extension
2. Number of vaccinated animals to reduce the prevalence of diseases	<ul style="list-style-type: none"> Vaccinate...000 head and reduce the prevalence of diseases by...% 	<ul style="list-style-type: none"> Vaccinate...000 head and reduce the prevalence of diseases by...% 	<ul style="list-style-type: none"> Vaccinate...000 head and reduce the prevalence of diseases by...% 	<ul style="list-style-type: none"> Veterinary Directorates reports Records of vaccines quantities distributed to directorates 	<ul style="list-style-type: none"> MoA General Directorate for Veterinary Services
3. Reduce the prevalence of diseases	<ul style="list-style-type: none"> Reduce the prevalence of diseases by ...% 	<ul style="list-style-type: none"> Reduce the prevalence of diseases by ...% 	<ul style="list-style-type: none"> Reduce the prevalence of diseases by ...% 	<ul style="list-style-type: none"> Veterinary Directorates reports Ministry of Health reports 	<ul style="list-style-type: none"> MoA Ministry of Health General Directorate for Veterinary Services
4. Establish a genes bank and fulfill its function				<ul style="list-style-type: none"> Receiving work reports 	<ul style="list-style-type: none"> MoA National Agricultural Research Center المركز الوطني للبحوث الزراعية

Programs/ Indicators	Annual indicators			Sources of Verification	Responsibility
	2014	2015	2016		
5. Establish a seed multiplication center and fulfill its functions				<ul style="list-style-type: none"> Receiving work reports 	<ul style="list-style-type: none"> MoA National Agricultural Research Center
6. Establish a marketing company and fulfill its functions				<ul style="list-style-type: none"> Establishment and licensing records 	<ul style="list-style-type: none"> MoA Ministry of National Economy
7. Establish an agricultural finance institution and fulfill its functions					<ul style="list-style-type: none"> MoA Monetary Authority
8. Establish a fund for risks prevention and agricultural insurance and fulfill its functions				<ul style="list-style-type: none"> Establishment and licensing records 	<ul style="list-style-type: none"> MoA Ministry of National Economy Ministry of Finance
9. Number of former prisoners have benefited from agriculture subsidies				<ul style="list-style-type: none"> Agricultural Directorates reports Project reports 	<ul style="list-style-type: none"> MoA
10. Establishment of a ... Laboratory and ...laboratory and rehabilitation... laboratory In addition to the establishment of a ... vet quarantine				<ul style="list-style-type: none"> Receiving work reports 	<ul style="list-style-type: none"> MoA General Directorate for Veterinary Services

Programs/ Indicators	Annual indicators			Sources of Verification	Responsibility
	2014	2015	2016		
11. Number of financially supported councils Number of activated agricultural councils				<ul style="list-style-type: none"> • Agricultural Directorates reports • Project reports 	<ul style="list-style-type: none"> • MoA
12. Hold a ...training course at a rate of... per annum and training nearly a... trainee yearly				<ul style="list-style-type: none"> • Training courses reports • Project reports 	<ul style="list-style-type: none"> • Project management • MoA • General Directorate of Administrative and Financial Affairs
13. Plan to develop and improve the management of the Research Center has prepared and implemented				<ul style="list-style-type: none"> • Plan form • Project reports 	<ul style="list-style-type: none"> • MoA • National Agricultural Research Center
3. Administrative Program					
1. Adoption of a of financial and administrative automation system and operate it				<ul style="list-style-type: none"> • Project reports 	<ul style="list-style-type: none"> • MoA • General Directorate of Administrative and Financial Affairs
2. Issuance the law of the General Union of Agricultural Councils				<ul style="list-style-type: none"> • The law of the General Union of Agricultural Councils 	<ul style="list-style-type: none"> • MoA

ANNEX A: Policy Summary Forms

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine
Policy:	Intensify efforts to rehabilitate the agriculture sector in "Area C"
The situation over 2011-2013	Although no text directly in any of the policies and interventions in the previous strategy refer to «Area C», it has been included in the policy on sustainable use, increasing the area, reclaiming the land and sustainable use of agricultural biodiversity, which was one of the policies for the second strategic objective "Effectively and sustainably managing agricultural resources throughout the Palestinian territory" in the strategy 2011-2013.
Proposed policy trend	Implementation of this policy will achieve integrated agricultural and rural development for about 60% of the area of the West Bank through the development and implementation of an integrated plan designed to enable the inhabitants of these areas economically by exploiting agricultural resources within the concept of the sovereign and security.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Political developments and in particular the recognition of the State of Palestine by the General Assembly of the United Nations 2. Great potential, especially in the field of development, collection and harvesting of water resources 3. The presence of most of the agricultural land is in Area C 4. Support for farmers affected by the wall and settlements being located within Area C
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	Through reclamation and development of agricultural land in Area C will increase production and productivity, thereby increasing the profitability of farmers and the added value of the agricultural sector, which in turn will increase the contribution of agriculture to GDP.
Social:	Implementation of this policy will lead necessarily to improve the living conditions of direct and indirect targeted beneficiaries, job creation, whether seasonal or permanent. In addition, the living conditions of women and youth will be affected positively due to implementation of this policy, whether it is because of improved family income or job creation.
Security:	Implementation of this policy will contribute positively to the security situation of the homeland and citizens by improving living conditions and providing job opportunities for citizens.
Environment:	Implementation of this policy is to carry out activities and interventions related to the preservation of the soil, planting trees, water harvesting, development of pastures, forests, and all will contribute to improving the state of the environment and conservation.
Groups affected by the policy:	Farmers, women, youth, agricultural stakeholders, traders, small contractors and Bedouin.
Institutions affected by the policy:	MoA, PWA, EQA, Local councils, NGOS especially the agricultural and cooperatives.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine
Policy:	Rehabilitate what the [Israeli] occupation has destroyed and support farmers who are affected by Israeli acts of aggression
The situation over 2011-2013	This is a continuation of the MoA policy during the previous periods, especially in the 2011-2013 strategy, which has been included under the same strategic objective «Promote farmers' perseverance, attachment to their land and retention of their occupations.» In spite of the efforts made during the previous period, the ongoing attacks linked to the occupation and the continuation of the blockade on the Gaza Strip continues to require such a policy and expansion.
Proposed policy trend	Implementation of this policy will support farmers in the Gaza Strip and the farmers behind and around the Wall in addition to farmers of Jordan Valley (who are most affected by the Israeli measures) and enable them to remain in agricultural work, where it is a high priority in the next phase.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Enable farmers and support their resilience in the face of Israeli attacks 2. Increased and continued Israeli attacks and siege on the Gaza Strip 3. Concentration of Israeli occupation on the confiscation of agricultural land and water 4. Direct impact of this policy on the household food security situation
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	Implementation of this policy will increase agricultural production and productivity, thereby increasing the profitability of farmers and the added value of the agricultural sector, which in turn will increase the contribution of agriculture to GDP.
Social:	Implementation of this policy will lead necessarily to improve the living conditions of the targeted people and their families by increasing their income and raising the level of food security. It will also help in non- migration target group of their land through the support to their resilience in addition to raising the level of awareness among the target group of the importance of their resilience and their attachment to their land.
Security:	Implementation of this policy will generate a feeling of support and security among the target group, which will reflect positively on the security situation of the homeland and the citizen.
Environment:	Implementation of this policy will maintain and increase agricultural lands, which contributes to improving the state of the environment and conservation.
Groups affected by the policy:	Farmers (affected by Israeli measures), women, agricultural stakeholders, traders, small contractors and Bedouins.
Institutions affected by the policy:	MoA, PWA, EQA, Local councils, NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.
Policy:	Support and protect marginalized groups, especially smallholder farmers, impoverished people in rural areas, women and Bedouins.
The situation over 2011-2013	This is a continuation of the MoA policy during the previous periods, especially in the 2011-2013 strategy, which has been included under the same strategic objective «Promote farmers’ perseverance, attachment to their land and retention of their occupations.» Due to the large percentage that these categories constitute, the continuation of this policy is considered a priority in spite of related activities that have been implemented during the previous period.
Proposed policy trend	Implementation of this policy will include a set of activities that will contribute directly to the achievement of food security at the household level in addition to providing jobs and additional sources of income for rural women and men. Where the proportion of holder-farmers who consume everything they produce were about 70% of the total holders.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Target group represents a large proportion of the total farmers and residents. 2. Higher prices of agricultural inputs. 3. Lower yields (profits) due to the small agricultural holding. 4. Climate change and natural disasters, which is dramatically affected by smallholder farmers.
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	Implementation of this policy will increase production and productivity, thereby increasing the profitability of farmers and the added value of the agricultural sector, which in turn increase the contribution of agriculture to the GDP.
Social:	Implementation of this policy will raise the standard of living of the direct and indirect targeted beneficiaries, create new jobs, whether seasonal or permanent, and thus improve the income of the individual and the family. In addition, it will raise the level of food security at the household level and the nation.
Security:	Improving economic conditions will lead necessarily to improve security of the homeland and the citizen, through improvement of living conditions and the provision of job opportunities for citizens.
Environment:	Implementation of this policy will preserve the agricultural land, in particular, and natural resources in general, and this will be reflected directly on maintaining and improving the environmental situation.
Groups affected by the policy:	Smallholder farmers, women, agricultural stakeholders, traders, small contractors and Bedouins.
Institutions affected by the policy:	MoA, EQA, Local councils, NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine
Policy:	Provide agricultural control at borders and build national laboratories
The situation over 2011-2013	In the previous strategy 2011-2013, this policy came within two separate policies, the first entitled «Provide agricultural control on borders and crossings», and the second entitled «Provide reference national labs». Both policies are located within the strategic objective «Enhance the agricultural sector's operational capacity to help achieve the requirements of state-building». Implementation of this policy in the previous period was limited, and the importance of continuing and expanding this policy is important and necessary for the control of food safety and health of citizens.
Proposed policy trend	Work to control the quality, safety and conformity of goods, agricultural products and live animals entering Palestine under approved conditions and specifications are considered a condition and prerequisite that must be setup and prepared in advance. This will have significant impact on the health of citizens and on the national economy. In turn this requires upgrading laboratories whether those related to the analysis of imported inputs or laboratory analysis of diseases and epidemics or laboratory for quality control and food safety. This is in addition to the provision of reference laboratories accredited by the relevant regional and international issues of jurisdiction.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Increased rate of smuggling, especially of agricultural commodities for Palestinian markets 2. Dumping of foreign products in Palestinian markets (especially Israel), leading to heavy losses for Palestinian farmers 3. Presence of expired goods and agricultural products in Palestinian markets 4. Incomplete laboratories to raise the quality of agricultural Palestinian products
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	Implementation of this policy will protect the Palestinian product, maintain and increase its market share, by reducing unfair competition with goods and foreign products. Accordingly, this leads to maintain and increase the profitability of farmers and thus preserve the added value of the agricultural sector, which in turn will lead to the preservation of the importance of the agricultural sector in the Palestinian economy.
Social:	Implementation of this policy will maintain the health of citizens and the food safety and increase the incomes of the target groups; thus, it will raise the standard of living and the level of food security for them.
Security:	Maintaining the health and safety of citizens will generate a sense of security and confidence among the citizens, which will impact the security situation of the homeland and the citizen in a positive way.
Environment:	Implementation of this policy will preserve and protect plant and animal wealth from diseases and epidemics, and this will be reflected positively on the environmental situation and improve it.
Groups affected by the policy:	Palestinian consumers, farmers, agricultural stakeholders, traders
Institutions affected by the policy:	MoA, customs police, MoNE, MoH, MoLG, MoWA, universities and NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine
Policy:	Palestine signs agreements and joins regional and international agricultural organizations
The situation over 2011-2013	This policy is a new addition, especially after the recognition of the General Assembly of the United Nations of State of Palestine, which means we should work to take advantage of this decision in favor of the development of the Palestinian agricultural sector.
Proposed policy trend	In light of the decision of the General Assembly of the United Nations to recognize the State of Palestine, the door opened for Palestine to join organizations, international agreements and conventions and to become an active partner in the international arena. In this context, the preparation of files for agricultural affairs, including the benefits, burdens and requirements that may ensue is a high priority and in this regard to be consistent with the political decision.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. The presence of many international agricultural organizations that Palestine has not joined 2. Joining the international organizations will contribute to protect Palestinian agricultural sector from Israeli attacks 3. Palestinian agricultural sector does not benefit of many international and regional conventions.
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	Implementation of this policy will protect Palestinian products and increase agricultural exports. This will improve agricultural production and lead to an increased contribution of the agricultural sector to the national economy.
Social:	The effect of this policy will be indirect through increased agricultural production and jobs created, which will lead to raising the standard of living of citizens.
Security:	Palestine joining the conventions and international organizations will generate a sense of satisfaction among the citizens, which will reflect positively on the security situation.
Environment:	Implementation of this policy will reflect positively on the environmental situation by joining the conventions and organizations related to the environment, which may contribute to the protection of the environment from the Israeli attacks.
Groups affected by the policy:	Farmers, agricultural stakeholders, traders, businessmen (exporters and importers).
Institutions affected by the policy:	MoA, MoNE, MoFA, NGOS especially the agricultural, international organizations.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Efficient and sustainable management of natural resources
Policy:	Improve management of supply and demand on water used in agriculture
The situation over 2011-2013	This policy is the extension and integration of two separate policies in the previous strategy 2011-2013, the first titled "Increase water availability and improve supply management," and the second «Improve demand management of the agricultural water», within the strategic objective «Effectively and sustainably manage agricultural resources throughout the Palestinian territory». In spite of the efforts and activities undertaken during the previous period, efficient agricultural water management (supply and demand) is one of the important and continued priorities.
Proposed policy trend	This policy will work on the implementation of interventions and measures to provide additional water for agriculture, whether from traditional or non-traditional sources in addition to improving the efficiency of irrigation water use, and it is worth mentioning that the areas for improvement in the management of water for agriculture is great and meaningful.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Water scarcity in general, and its limited availability for agriculture in particular, and some of the Palestinian water sources are not exploited 2. Efficiency of agricultural water use is not at the required level 3. Increasing competition for water between different sectors 4. Provide water for the reclamation of new land
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	This policy will improve the efficiency of irrigation water use and reduce the cost of production and thus increase agricultural income. Increasing the abundance of water will lead to expansion of the agricultural area and thus increase agricultural production, which will affect the development of the agricultural sector and increase its contribution to the national economy.
Social:	Implementation of this policy will lead to increased water availability, improved food security and increased employment opportunities, helping to reduce unemployment and increase personal and family income.
Security:	Implementation of this policy will reflect positively on the security situation as this will raise the level of water security among citizens as well as higher levels of food security. In addition, a feeling of security will result from the raising of living standards of the beneficiaries
Environment:	Implementation of this policy will improve the environment, especially with respect to the over pumping and salinization of groundwater in addition to the expansion of the green areas.
Groups affected by the policy:	Farmers, owners of water wells, agricultural stakeholders, traders, and Bedouins
Institutions affected by the policy:	MoA, PWA, EQA, local councils, NGOS, especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Efficient and sustainable management of natural resources
Policy:	Sustainable management of land, increase in land area, reclamation of land, and sustainable utilization of agricultural biodiversity
The situation over 2011-2013	This policy is the extension of MoA policy in the previous strategy 2011-2013, within the same strategic objective «Effectively and sustainably manage agricultural resources throughout the Palestinian territory». Despite the great efforts and activities undertaken and progress made in this area during the last period, however, these efforts need to be increased and continued.
Proposed policy trend	This policy will increase the agricultural area through land reclamation and development as well as providing additional or new water sources to some agricultural land currently not being exploited in addition to land use that are suitable only for the use of forests or rangelands, whether governmental or private, by planting with forest trees or pastoral plants. This will increase productivity, load of pastoral land, preservation and protection of vegetation from degradation, and sustainable use.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. The need to increase the agricultural area and expansion of agricultural production horizontally and vertically 2. Agricultural biodiversity needs protection as a national wealth 3. Rangelands and forests need to be rehabilitated and developed 4. Increased desertification, soil erosion and insufficient utilization of rainwater
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	Implementation of this policy will increase cultivated areas, increase pastoral areas and thereby increase agricultural production (both plant and animal) , which leads to increased agricultural income and increased added value of the agricultural sector, which in turn will raise the proportion of the contribution of the agricultural sector to GDP.
Social:	Implementation of this policy will lead to job creation, raising the level of family income and raising the standard of living as this policy will lead to reducing the rate of migration from rural areas to cities.
Security:	Implementation of this policy will positively contribute to security situation of the homeland and the citizen by improving living conditions and providing employment opportunities for citizens and increase their incomes.
Environment:	Implementation of this policy will improve environmental conditions through increased agricultural and pastoral area, and preservation of agricultural biodiversity, wildlife and environmental.
Groups affected by the policy:	Farmers, women, agricultural stakeholders , traders , small contractors and Bedouins
Institutions affected by the policy:	MoA , PWA , EQA, local councils, NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Efficient and sustainable management of natural resources
Policy:	Adaption to the negative impacts of climate change and natural disasters
The situation over 2011-2013	This policy is an addition to the policy of the agricultural strategy 2011-2013 entitled «Develop mechanisms to cope with natural disasters», which came within the strategic objective «Establishment of agricultural infrastructure and delivery of appropriate agricultural services». So this policy is taking into account what has been accomplished in the previous period and the growing interest in the subject of climate change
Proposed policy trend	In light of current and projected climate change and mainly of high temperatures and low annual rainfall and due to significant vulnerability of the agricultural sector as a result of these changes, in addition to natural disasters that adversely affect agricultural production and agricultural resources, the actions and arrangements to reduce, cope with or avoid the negative aspects of climate change and natural disasters is a priority and will be implemented through this policy.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Investment promotion 2. Direct and indirect negative effects 3. Absence of clear mechanisms to deal with disasters
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	Implementing of this policy will encourage investment in agriculture and reduce the damages and losses incurred by farmers, which will increase agricultural production and thereby increase the relative importance of the agricultural sector in the Palestinian economy.
Social:	Implementation of this policy will increase the levels of food security, as well as reduce unemployment and raise living standards through increased investment in agriculture.
Security:	Increased food security and raising living standards will contribute positively to the security situation of the homeland and the citizen.
Environment:	Implementation of this policy will improve the environmental conditions by increasing the cultivated area.
Groups affected by the policy:	Farmers , traders , unemployed , the borrowers and farmers affected by natural disasters
Institutions affected by the policy:	MoA, EQA , lending institutions , insurance companies , banks , MoF , NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Enhanced agricultural production, productivity and competitiveness, as well as enhanced contribution of agriculture to food security.
Policy:	Support a sector-wide shift towards intensive and semi-intensive production systems and apply modern agricultural production systems in line with sustainable development requirements
The situation over 2011-2013	This policy is the extension and integration of two different policies in the previous strategy 2011-2013, the first titled "Apply modern systems in plant production» and the second "Shift to systems of intensive and semi-intensive livestock production «, within the strategic objective «Improve the productivity of both plant and livestock activities and its contribution to realizing food security». Despite the great efforts and activities undertaken and progress made in this area during the last period, these efforts need to be increased and continued.
Proposed policy trend	Agriculture, based on rain water (rain-fed) constitutes the vast majority of utilized agricultural land. In addition, the majority of the livestock holders are small breeders of sheep and goats, those farmers apply traditional farming methods in production, therefore, enabling those farmers to adopt modern methods and techniques in both plant and animal production will be through the implementation of this policy.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Rising costs of production and, in particular inputs, feed and treatments 2. Decline in the standard of living and economic status of farmers and the limited profitability 3. Low productivity as a result of failure to follow appropriate production and administrative systems
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	Implementation of this policy will increase the income of farmers as a result of increasing production and agricultural productivity, thereby increasing the relative importance of the agricultural sector in the Palestinian economy.
Social:	Implementation of this policy will improve self-sufficiency ratio and food security, and increase farmers' income and improve their living standards. In addition to ensure farmers attachment to their land, particularly livestock owners.
Security:	To increase food security and raise the living standards of farmers will contribute positively to the security situation in general
Environment:	The implementation of this policy will maintain and improve environmental conditions
Groups affected by the policy:	Farmers, herders, agricultural stakeholders, traders, and Bedouins.
Institutions affected by the policy:	MoA, PWA , local councils , NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	Enhanced agricultural production, productivity and competitiveness, as well as enhanced contribution of agriculture to food security
Policy:	Support a sector-wide shift towards intensive and semi-intensive production systems and apply modern agricultural production systems in line with sustainable development requirements
The situation over 2011-2013	This policy is the extension and integration of two different policies in the previous strategy 2011-2013, the first entitled "Guide the Palestinian agricultural production to meet requirements of local and external markets" and the second "Promote Palestinian agricultural products «, within the strategic objective «Improve the ability of Palestinian agricultural products to compete in local and external markets». Despite the great efforts and activities undertaken and progress made in this area during the last period, these efforts need to be increased and continued to cope with changes in the markets on an ongoing basis, and work to reduce the import of certain goods and agricultural products and promote Palestinian agricultural products and support for Palestinian exports.
Proposed policy trend	Guiding agricultural production to respond to the needs and requirements of domestic and foreign markets in terms of quality and price is a major challenge, and must be achieved through improved pre and post-harvest processes. This requires dealing with all the parts of the commodity / market chain and take actions and measures in order to improve the efficiency of the chain, particularly among smallholder farmers, taking into account the urgent need to improve and develop the marketing process.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1 . Limited markets that Palestinian agricultural products can reach. 2. Significant proportion domestic consumption is imported and can be produced locally 3. Comparative advantages enjoyed by the Palestinian agriculture are not exploited 4. Limited agricultural exports compared to potential
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	The implementation of this policy will increase the marketing of agricultural products and thereby increase production, increase exports, reduce imports, increase agricultural investment, all this will lead to the growth of the agricultural sector in particular, and the growth of the Palestinian economy in general.
Social:	The implementation of this policy will contribute to the achievement of food security, increase farmers' incomes and improve their living standards and create jobs.
Security:	Increasing food security, job creation, increasing income and raising living standards for farmers will contribute positively to the security situation in general.
Environment:	The implementation of this policy will maintain and improve environmental conditions by increasing agricultural production
Groups affected by the policy:	Farmers, agricultural stakeholders, traders, exporters and importers.
Institutions affected by the policy:	MoA, MoNE, MoFA, Pal, Trade and NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.
Policy:	Improve the efficiency and effectiveness of agricultural institutions and develop their legal and coordination frameworks
The situation over 2011-2013	This policy is the extension and integration of two different policies in the previous strategy 2011-2013, the first entitled "Upscale the competence and effectiveness of agricultural institutions» and the second "Update and consolidate the legal framework», within the strategic objective «The agricultural sector will have a proper institutional, legal framework as well as trained and qualified manpower that will help end the occupation and establish the State». Despite the great efforts and activities undertaken and progress made in this area during the last period, these efforts need to be increased and continued.
Proposed policy trend	This policy will improve and develop sector and institutional strategies and plans, update administrative and financial work policies, and provide an appropriate environment to work in addition to the renovation and updating of the legal framework governing the work in the agricultural sector and the mechanisms and means of coordination and cooperation among the stakeholders in the agricultural sector.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Overlaps and inconsistencies in the powers of the institutions related to agricultural development 2. Efficiency of agricultural enterprises still need to improve 3. Weak business environment for institutions working in agricultural sector 4. Inadequacy or deficiency in the agricultural legislation, laws and bylaws
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	The implementation of this policy will indirectly lead to the development and growth of the agricultural sector and increase its importance in the economy through the preparation of effective agricultural institutions that have frameworks and effective laws.
Social:	The implementation of this policy will lead to job creation, improving the efficiency of service delivery and public satisfaction, in addition it will contribute to improving the performance of the agricultural technical staff.
Security:	Improving the efficiency of agricultural enterprises and the development of laws will generate a greater awareness among citizens and farmers of the existence of state institutions and therefore a sense of security which will reflect positively on the security situation.
Environment:	Minimal indirect impact.
Groups affected by the policy:	Workers in the agricultural sector , agricultural stakeholders , traders
Institutions affected by the policy:	MoA, EQA, PLC, MoJ, MoPAD, universities, and NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.
Policy:	Train and rehabilitate the human resources involved in agriculture (men and women)
The situation over 2011-2013	This policy is the extension and integration of the same policy in the previous strategy 2011-2013, entitled "Train and rehabilitate human resources within the strategic objective «The agricultural sector will have a proper institutional, legal framework as well as trained and qualified manpower that will help end the occupation and establish the State». Despite the great efforts and activities undertaken and progress made in this area during the last period, these efforts need to be increased and continued.
Proposed policy trend	The existence of efficient manpower mainly for institutions capable of upgrading of agricultural sector, both at the level of the leadership of the sector or the provision of services or at the level of farmers and other stakeholders. Training and rehabilitation activities should respond to the actual needs of the beneficiaries as much as possible and focus on the applied and practical activities.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1 . Efficiency and effectiveness of workers in the agricultural field still needs to improve 2. Constant and continuous development of various sciences requires follow-up 3. Different tasks assigned to each factor
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	The implementation of this policy will indirectly lead to the development and growth of the agricultural sector and increase its importance in the economy by increasing the effectiveness of workers in the agricultural sector.
Social:	The implementation of this policy will lead to job creation and increased income for a high efficiency worker, improve the efficiency of service delivery. Furthermore it will contribute to improving the performance of agricultural technical staff.
Security:	Improving the efficiency of service delivery and public satisfaction with the performance will generate a feeling of security among citizens.
Environment:	Minimal indirect impact.
Groups affected by the policy:	Workers in the agricultural sector, farmers, agricultural stakeholders and traders.
Institutions affected by the policy:	MoA, MoPAD, universities, and NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.
Policy:	Provide incentives to investment and partnership between the public and private sectors and support excellence and innovation in agriculture.
The situation over 2011-2013	This policy is considered an extension of the policy entitled «Create an investment enabling environment and promote investment in the agricultural sector and relevant services” in the previous strategy 2011-2013, as part of the strategic objective of “Appropriate agricultural infrastructure and services», which needs to be continued and followed-up.
Proposed policy trend	Promotion of investment and partnership between the public and private sectors are a key requirement to achieve agricultural development and they contribute directly to the improvement of the efficient of use of resources and competitiveness of Palestinian agriculture at the local and external level. It is necessary to provide the enabling environment to attract investment and partnership between public and private sectors, mainly provision of appropriate legal frameworks including ensuring that the political risks related to the occupation and procedures.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1 . Weak relationship between public and private sectors 2. Private sector investment in agriculture is still modest 3. Decline of the contribution of the agricultural sector in the national economy
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	The implementation of this policy will increase agricultural production through increased investment in the agricultural sector, which will lead to increase the contribution of the agricultural sector in the national economy.
Social:	Increased investment will lead to job creation and increased income for farmers, this will raise the standard of living for farmers.
Security:	Increased food security, jobs creation, increased income and raising living standards for farmers will contribute positively to the security situation in general.
Environment:	The implementation of this policy will maintain and improve environmental conditions by increasing agricultural production.
Groups affected by the policy:	Workers in the agricultural sector, agricultural stakeholders, traders, businessmen, farmers.
Institutions affected by the policy:	MoA, Investment Promotion Board, MoF, the banks, MoNE, and NGOS especially the agricultural ones.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.
Policy:	Improve extension services, plant protection, veterinary services, research and agricultural marketing
The situation over 2011-2013	This is an extension policy of the policy entitled «Upgrade extension services, plant protection, veterinary medicine and agricultural research» in the previous strategy 2011-2013, as part of the strategic objective of “Appropriate agricultural infrastructure and service », which needs to be continued and followed-up, and should work on the revision of agricultural sector needs of agricultural services and their development.
Proposed policy trend	There is no doubt that the provision of timely and appropriate technical agricultural services will positively impact the quality and competitiveness of production, despite the fact that most of the technical services are provided by public sector organizations. However, the private sector has an important role in this area and should develop the capabilities and enable the private sector to complete and provide these services, and in particular marketing services.
Reasons justifying the policy:	1 . The level of services provided to farmers needs to be improved 2. Weakness of scientific research and technology transfer activities
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	The implementation of this policy will increase agricultural production by raising the level of the technical farmer, which leads to increasing the contribution of the agricultural sector to the national economy.
Social:	This policy will lead to increased income for farmers, and as a result, living standards will be raised.
Security:	Job creation, increased income and raising living standards for farmers will contribute positively to the security situation in general.
Environment:	The implementation of this policy will maintain and improve environmental conditions by increasing agricultural production.
Groups affected by the policy:	Workers in agricultural services sector, agricultural stakeholders, traders, businessmen, farmers.
Institutions affected by the policy:	MoA, universities, MoH and NGOs especially agricultural and cooperatives.

Policy Summary Form

Sector:	Agriculture
Strategic Objective:	The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.
Policy:	Develop the systems of lending and financing for rural areas, risk prevention and agricultural insurance.
The situation over 2011-2013	This policy is considered an extension of the policy entitled «Invigorate activities of lending, rural finance, and agricultural insurance», in the previous strategy 2011-2013, as part of the strategic objective of “Appropriate agricultural infrastructure and services», which needs to be continued and followed-up.
Proposed policy trend	The agricultural sector is characterized by an increase in risk factors and uncertainties that makes providing lending services, finance and agricultural insurance either expensive or unavailable. Due to the importance of providing these services for agricultural development, this policy will work on the establishment of mechanisms and systems to provide these services in partnership between the public, private sector and civil society institutions.
Reasons justifying the policy:	<ol style="list-style-type: none"> 1. Weakness of lending institutions, especially for the agricultural sector 2. Weakness of agricultural finance institutions 3. Lack of agricultural insurance 4. Weakness of investment encouraging climate in the agricultural sector
Field of the Policy:	

- Palestinian control on the land and its resources and development
- Completion of institutional building for the state and improve the effectiveness and capabilities in providing high-quality services
- Rebuilding of a democratic political system and to promote effective community peace based on respect for human rights
- To strengthen the independent national economy and activating the Palestinian private sector
- To fight poverty, unemployment and promoting social justice
- To strengthen the Arab, regional and international presence of the State of Palestine (formal and informal)

Policy impacts:

Economical:	The implementation of this policy will work to increase agricultural production through increasing investment in the agricultural sector and increasing funding for agricultural projects, which leads to increasing the contribution of the agricultural sector in the national economy.
Social:	This policy will lead to increased income for farmers, this will raise the standard of living for them.
Security:	Job creation, increased income and raising living standards for farmers will contribute positively to the security situation in general.
Environment:	The implementation of this policy will maintain and improve environmental conditions by increasing agricultural production.
Groups affected by the policy:	Farmers , agricultural stakeholders , traders , businessmen
Institutions affected by the policy:	MoA, NGOs especially agricultural ones, lending institutions, insurance companies, banks and MoF.

ANNEX B: Distribution of Responsibilities

Distribution of responsibilities

Policy: Intensify efforts to rehabilitate the agriculture sector in Area C

First strategic objective: Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role	Programs
		What is the specific task that will be implemented in accordance with the mandate of the organization?	From which budgetary program the cost will be covered?
Key institution		– Identify lands that will be included	Agricultural Development Program
Other governmental institutions	MoA	– Prepare a developmental plan for agriculture in Area C	Improving Agricultural Services Program
		– Extension and veterinary services	
	PWA	– Conduct some rehabilitation activities	
	MoPAD	– Follow up implementation of the plan	
	EQA	– Support monitoring and evaluation	

2. Non Governmental Organizations

Institution	Main role	Arrangement required
	What is the specific task that will be implemented?	What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)	Awareness and assistance in planning	To provide information
Institution of civil sector	Implementation of some activities	Assist in providing funding
Institution of private sector	Implementation of some activities	Technical Support
International institutions and organizations	Assist in the provision of funding and implementation of programs and capacity building	Training, extension and veterinary services
Others (specify)		

Distribution of responsibilities

Policy: Rehabilitate what the [Israeli] occupation has destroyed and support farmers who are affected by Israeli acts of aggression

First strategic objective: Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role	Programs
		What is the specific task that will be implemented in accordance with the ?mandate of the organization	From which budgetary program the cost will be ?covered
Key institution	MoA	– Survey the damage and determine priorities	Agricultural Development Program
Other governmental institutions	MoA	– Identify areas and aspects of support	Improving Agricultural Services Program
	Governorates	– Providing in-kind, financial and technical support	
		– Provision of extension and veterinary services	
	MPWH	– Implementation of some activities	
	PWA	– Implementation of some activities	
MoF	– Contribute to the funding		

2. Non Governmental Organizations

Institution	Main role	Arrangement required
	What is the specific task that will be implemented?	What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)	Assistance in identifying affected farmers	Funding
Institution of civil sector	Implementation of some interventions	Technical and logistical support
Institution of private sector	Implementation of some interventions, particularly relating to inputs	To provide information
International institutions and organizations	Assist in the provision of funding and implementation of programs and capacity building	Extension, training and veterinary services
Others (specify)		

Distribution of responsibilities

Policy: Support and protect marginalized groups, especially smallholder farmers, impoverished people in rural areas, women and Bedouins

First strategic objective: Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role	Programs
		What is the specific task that will be implemented in accordance with the mandate of the organization?	From which budgetary program the cost will be covered?
Key institution	MoA	– Identify support areas for each category	Agricultural Development Program
Other governmental institutions	MoA	– Provision of extension and veterinary services and training	
	MoSA	– Coordinate activities with social protection programs	Improving Agricultural Services Program
	MoWA	– Family and domestic counseling	
	MoF	– Assist in the provision and management of funding	
	Governors	– Follow-up and coordination of activities at the governorates level	
	MoL	– Support associations and coordinate job creation programs	
	MoPAD	– Follow-up implementation	
	EQA	– Attract funding in the field of sustainable land management, monitoring and evaluation	

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)	– Provide information on marginalized groups	Training, extension and veterinary services
Institution of civil sector	– Assist in implementation	Coordinate various activities
Institution of private sector	– Assist in the provision of funding and implementation of programs and capacity building	Attract funding
International institutions and organizations	– Financing, monitoring and technical support	Technical and logistical support
Others (specify)		

Distribution of responsibilities

Policy: Provide agricultural control at borders and build national laboratories

First strategic objective: Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?	
Key institution	MoA	– Control on agricultural imports	Improving Agricultural Services Program	
Other governmental institutions		– Control on domestic production		
		– Prevention and control of plant and animal diseases and epidemics		
		Customs Police	– Implementation of laws, regulations and decisions	
		EQA	– Provide technical support related to the environment	
	MoH	– Provide technical support related to health		

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)	Control and regulation	Laboratory accreditation and organization of work
Institution of civil sector	Awareness and education, and provision of services	Provide technical support
Institution of private sector	Obligation to carry out the necessary laboratory tests, provision of services	Counseling, awareness and education
International institutions and organizations	Assist in the provision of funding and implementation of programs and capacity building	
Others (specify)		

Distribution of responsibilities

Policy: Palestine signs agreements and joins regional and international agricultural organizations

First strategic objective: Ensure resilience of farmers and their attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution	MoA	– Benefit from the advantages provided by these organizations and conventions in favor of Palestinian farmers	Improving Agricultural Services Program
Other governmental institutions	MoFA	– Represent Palestine in international forums and organizations, regional and international agreements	
	MoNE	– Provide technical support	
	MoF	– Provide financial support	

2. Non Governmental Organizations

Institution	Main role	Arrangement required
	What is the specific task that will be implemented?	What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)		
Institution of civil sector	Support and assistance	Consultation and media
Institution of private sector		
International institutions and organizations	Assist in the provision of funding and implementation of programs and capacity building	Consultation and participation
Others (specify)		

Distribution of responsibilities

Policy: Improve management of supply and demand on water used in agriculture

Second strategic objective: Efficient and sustainable management of natural resources.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role	Programs
		What is the specific task that will be implemented in accordance with the mandate of the organization?	From which budgetary program the cost will be covered?
Key institution		– Rehabilitation of wells and springs	Agricultural Development Program
Other governmental institutions	MoA	– Counseling, education and training	
		– Water harvesting and water collection	
		– Technical support, coordination and implementation of some activities	Improving Agricultural Services Program
	EQA	– Provide technical support related to the environment	
		– Control and Evaluation	
MoF	– Assist in attracting funding and management		

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)	Assist in rehabilitation	Technical support
Institution of civil sector	Extension, and implementation of projects and training	Information
Institution of private sector	Projects implementation	extension and training
International institutions and organizations	Assist in the provision of funding and implementation of programs and capacity building	
Others (specify)		

Distribution of responsibilities

Policy: Sustainable management of land, increase in land area, reclamation of land, and sustainable utilization of agricultural biodiversity

Second strategic objective: Efficient and sustainable management of natural resources.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution		– Land Reclamation	Agricultural Development Program
Other governmental institutions	MoA	– Preservation of agricultural biodiversity	
		– Increase green areas	
		– Provide technical support regarding the protection of biodiversity and environmental sustainability	Improving Agricultural Services Program
	EQA	– Attract funding	
		– Monitoring and Evaluation	
	PWA	– Provide technical support with regard to improving the efficient use of water resources and sustainability	
PLA	– Provide technical support with regard to improving the efficiency of land use and sustainability		

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)	Assist in rehabilitation	Finance
Institution of civil sector	Projects implementation, extension & education and training	Extension, training and education
Institution of private sector	Projects implementation	Follow up and guide
International institutions and organizations	Assist in the provision of funding and implementation of programs and capacity building	
Others (specify)		

Distribution of responsibilities

Policy: Adaption to the negative impacts of climate change and natural disasters

Second strategic objective: Efficient and sustainable management of natural resources.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution		– Extension, education and training	Agricultural Development Program
Other governmental institutions	MoA	– Early warning	
		– Partial implementation of the agriculture of the national strategy to adapt to the impacts of climate change	
		– Damage assessment	
		– Provide technical support	Improving Agricultural Services Program
	– Attract funding		
	EQA	– Awareness	
	PWA	– Provide technical support	
MoF			
MoPAD	– Regional cooperation		
MoT	– Provide weather information and technical support		

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)	Information and preventive measures	Information and Technical Support
Institution of civil sector	Implementation of projects, extension and awareness	Extension and training
Institution of private sector	Implementation of projects	Follow-up
International institutions and organizations	Assist in the provision of funding, implementation of programs and capacity building	
Others (specify)		

Distribution of responsibilities

Policy: Support a sector-wide shift towards intensive and semi-intensive production systems and apply modern agricultural production systems in line with sustainable development requirements

Third strategic objective: Enhanced agricultural production, productivity and competitiveness, as well as enhanced contribution of agriculture to food security.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution	MoA	– Extension and training	Improving Agricultural Services Program
Other governmental institutions		– Implementation of projects	Agricultural Development Program
		– Plant protection and veterinary services	

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)		
Institution of civil sector	Implementation of projects, extension and training	Studies
Institution of private sector	Implementation of the projects, providing input	Extension, research and veterinary services
International institutions and organizations	Assist in the provision of funding, implementation of programs and capacity building	Finance
Others (specify)		

Distribution of responsibilities

Policy: Steer agricultural production to meet domestic and external market needs and enhance competitiveness

Third strategic objective: Enhanced agricultural production, productivity and competitiveness, as well as enhanced contribution of agriculture to food security.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution	Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution	– Studies and research	Improving Agricultural Services Program
Other governmental institutions	MoA	– Extension, training and veterinary services
		– Data and Information
		– quality control
		– procedures and licenses
		– Promote exports
	MoNE	– Trade agreements
		– Specifications and standards

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)		
Institution of civil sector	Implementation of the projects, extension and guidance	Studies & research and other technical services
Institution of private sector	Post-harvest services, transport and packaging	Trade agreements
International institutions and organizations	Assist in the provision of funding , and implementation of programs and capacity building	Participation in exhibitions
Others (specify)		Quality assurance

Distribution of responsibilities

Policy: Improve the efficiency and effectiveness of agricultural institutions and develop their legal and coordination frameworks

Fourth strategic objective: The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution	Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution	– Preparation of studies	Administrative Program
Other governmental institutions	MoA	– Prepare drafts of laws and bylaws
		– Determine priorities with partners and coordinate the implementation
	MoPAD	– Follow-up, implementation support and coordination
	General Personnel Council	– Prepare administrative development plans and training
	Palestine Cabinet	– Monitoring and Evaluation

2. Non Governmental Organizations

Institution	Main role	Arrangement required
	What is the specific task that will be implemented?	What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)		
Institution of civil sector	Provision of support and training	Technical support and training
Institution of private sector		
International institutions and organizations	Assist in the provision of funding , implementation of programs and capacity building	Information and studies
Others (specify)		

Distribution of responsibilities

Policy: Train and rehabilitate the human resources involved in agriculture (men and women)

Fourth strategic objective: The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role	Programs
		What is the specific task that will be implemented in accordance with the mandate of the organization?	From which budgetary program the cost will be covered?
Key institution	MoA	– Preparation of studies, administrative development programs and training	Administrative Program
Other governmental institutions		– Implementation of training activities	
		– Provide internal and external training opportunities	
		– Monitoring and evaluation of training activities and results	

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)		
Institution of civil sector	Training for farmers, livestock farmers and staff	Studies on training needs
Institution of private sector	Training for staff and other stakeholders	Funding
International institutions and organizations	Assist in the provision of funding, implementation of programs and capacity building	Technical support and provide trainers
Others (specify)		

Distribution of responsibilities

Policy: Provide incentives to investment and partnership between the public and private sectors and support excellence and innovation in agriculture

Fourth strategic objective: The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution		– Preparation of studies and programs	Administrative Program
Other governmental institutions	MoA	– Providing information and identifying investment opportunities for partnerships	
		– Enable farmers and assistance in framing them within investment opportunities	
		– Promotion of agricultural projects	Improving Agricultural Services Program
	MoNE	– Provide technical support and information	
	PIPA	– Provision of infrastructure	
– Risk insurance			

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)		
Institution of civil sector	Provide studies and consultancy	Laws and bylaws
Institution of private sector	Provide funding, conduct studies, and identify projects for participation	Technical support
International institutions and organizations	Assist in the provision of funding, implementation of programs and capacity building	
(Others (specify		

Distribution of responsibilities

Policy: Improve extension services, plant protection, veterinary services, research and agricultural marketing

Fourth strategic objective: The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution	MoA	– Preparation and implementation of extension and training programs	Administrative Program
Other governmental institutions		– Spraying, plant protection and immunization campaigns	Improving Agricultural Services Program
		– Licenses and specifications	
		– Conduct research and studies	
		– Promote and facilitate exports	

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)		
Institution of civil sector	Provide some extension and marketing services	Training
Institution of private sector	Marketing and the provision of some extension and veterinary services	finance
International institutions and organizations	Assist in the provision of funding, implementation of programs and capacity building	Studies and research
Others (specify)		

Distribution of responsibilities

Policy: Develop the systems of lending and financing for rural areas, risk prevention and agricultural insurance

Fourth strategic objective: The agriculture sector has effective and efficient capacities, institutional frameworks, legal environment, infrastructure and agricultural services.

Mention the name and the main role or institutions from within or outside the government, which played a pivotal role in the implementation of the policy

1. Governmental institutions

Institution		Main role What is the specific task that will be implemented in accordance with the mandate of the organization?	Programs From which budgetary program the cost will be covered?
Key institution	MoA	– Preparation of studies and programs	Administrative Program
Other governmental institutions	MoF	– Extension and training	Improving Agricultural Services Program
	PMA	– Partnership with the private and civil sector	
		– Issuing governing laws and bylaws	

2. Non Governmental Organizations

Institution	Main role What is the specific task that will be implemented?	Arrangement required What are the policies and procedures need to be taken by the government in order to support and encourage NGOs to implement this activity?
Institutions of local government (municipalities and village councils)		
Institution of civil sector	Participation in studies, funding and implementation	Provision of an enabling and regulatory environment
Institution of private sector	Participation in implementation, financing and preparation of studies	Provision of incentives and guarantees
International institutions and organizations	Assist in the provision of funding, implementation of programs and capacity building	
Others (specify)		

ANNEX C: National Agriculture Sector Strategy, “Resilience and Development” Team

Eng. Abdallah Qasem Lahlouh	Deputy Minister of Agriculture and Team Coordinator
Dr. Azzam Saleh	Head of Programme (FAO)
Eng. Mohammed Turshan	Ministry of Planning and Administrative Development
Mr. Mohammed Ahmed Zarour	Ministry of Finance
Dr. Hazem Shunnar	Ministry of National Economy
Eng. Rima Shbita	Ministry of Local Government
Eng. Asma Mohammed	Ministry of Labor
Dr. Issa Mousa	Ministry of Environmental Affairs
Eng. Hadeel Faidi	Palestinian Water Authority (PWA)
Eng. Shadia Abu Zein	Palestinian Central Bureau of Statistics (PCBS)
Eng. Nader Hrimat	Applied Research Institute of Jerusalem (ARIJ)
Eng. Mahmoud Hussain	Palestinian Farmers Union (PFU)
Eng. Jamal Talab	Land Research Center (LRC)
Mr. Khalil Shiha	Palestinian Agriculture Relief Committees (PARC)
Eng. Sami Khader	Ma’an Development Center
Eng. Khalid Hidmi	Union of Agricultural Work Committees (UAWC)



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